

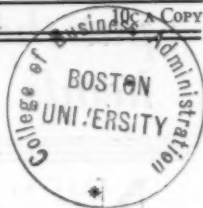
PRINTERS' INK

Registered U. S. Patent Office
A JOURNAL FOR ADVERTISERS
185 Madison Avenue, New York City

VOL. CLII, No. 6

NEW YORK, AUGUST 7, 1930

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THIS YEAR OF GRACE

● VAN RAALTE—makers of exquisite underthings for women—are hanging up a sales record for 1930 that puts prosperous 1928-29 into the class of ordinary business.

Taking advantage of the impulsive return of women to the ways of femininity, Van Raalte evolved underthings of subtle cut, daintily finished; stockings of beautiful texture, in the fashionable shades of the season; fabric gloves of exclusive smartness. Truly, a year of grace.

Before bringing these creations to the attention of a public tremendously sophisticated in fashion but confused by variant claims and counter-claims, we made a close analysis of all current fashion advertising. From this issued a series of highly specialized announcements—authentic fashion notes combined with common sense—direct appeals to women's acute personal interests—visualization of Van Raalte products as related to their every-day experiences. Presenting these in the spirit and style of fashion editorial pages has established confidence in Van Raalte authority and leadership.

In outstripping recent comparative sales records, Van Raalte is giving an inspiring demonstration of intensive selling and advertising.

N. W. AYER
& SON, INC.

ADVERTISING
HEADQUARTERS

Washington Square
Philadelphia

New York Boston
Chicago San Francisco
Detroit London

The women in AGROPOLIS put their heads together



NOT to sling gossip around, but to discuss the values of the things you advertise to them in the publications they read.

They're long-headed girls out in AGROPOLIS, where the prosperous rural folks live. They like to shop through the "ads" in Standard Farm Papers before they make up their determined minds and decide to buy.

Incomes will be taking a jump soon in AGROPOLIS, so it's a good time to prepare now for a sales-harvest in this market.

You can reach AGROPOLIS men and women with great authority in Standard Farm Papers that go into 2,000,000 households that'll soon have swelling incomes. The Standard Farm Papers are "newspapers" for AGROPOLIS folks. And you can use these papers just as you use newspapers. They are "locally" edited and "locally" read. They offer real opportunity for sales-harvest for advertisers.

*Your sales problem is national—but your dealer's is always local—
The Standard Farm Papers meet both!*

Wallaces' Farmer and Iowa Homestead
Prairie Farmer
The Farmer-Farm, Stock & Home,
St. Paul
The Nebraska Farmer

The American Agriculturist
The Progressive Farmer
Hoard's Dairyman
Breeder's Gazette

The STANDARD FARM PAPER UNIT

One order—one billing

NEW YORK—Wallace C. Richardson, Inc., Eastern Managers, 250 Park Avenue
CHICAGO—C. L. Burlingham, Western Manager, Daily News Building
SAN FRANCISCO—1112 Hearst Building

PRINTERS' INK

Registered U. S. Patent Office

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VOL. CLII

NEW YORK, AUGUST 7, 1930

No. 6

How Should We Pay Our Salesmen?

What to Consider Before Setting Up a Sales Compensation Plan

By C. K. Woodbridge

President, American Machine and Metals, Inc.

THERE is no ideal plan for compensating all salesmen. The sales executive who is searching for one is seeking an elusive will-o'-the-wisp. For instance, it is not only impossible to create a system that will operate with equal success when applied to the sales force of an office appliance company and the sales force of a company selling cast iron pipe, but it is also impossible to create a system which will operate with equal fairness to all salesmen within either sales force.

Some executives, after years of experiment, have found that a straight salary, a straight commission, or a salary and commission plan is the most satisfactory for their salesmen. Others have made combinations of these and have added other features. The old labels have been discarded for such as task and bonus systems, point systems, quota plans, etc. However they all contain similar elements. Because of certain varying conditions plans have been evolved best suited to develop the particular effort required to sell certain products.

It is impossible in the scope of

one article to do more than indicate some of the more important factors that influence the setting up of a compensation plan. It will be worth while, however, to outline some of them, since the first step in deciding upon any compensation plan is to consider thoroughly these important factors.

"HOW should we pay our salesmen?" This is the question which Mr. Woodbridge will help sales executives answer. Because conditions in every industry and each company differ, there can be no "one best" plan for compensating salesmen.

But there are a number of basic factors which should be considered in every case. Mr. Woodbridge names these factors in this article, which is the first of a series of four. The next article will describe the various types of compensation plans.

ment, although both may be sold direct to the purchasing agents of industrial plants. The product itself, therefore, exerts a vital influence on the choice of any compensation plan.

Second, there is the question of outlets or what may be termed sales set-up. Is the product or line sold solely to wholesalers, or to wholesalers and also direct to retailers? Is it sold to consumers? This latter, for instance, may apply to such widely different products as



C. K. Woodbridge

President, American Machine & Metals, Inc. He Has Been: General Sales Manager, Loose-Wiles Biscuit Co., and Kellogg Products, Inc.; Sales Manager and, later, President, Dictaphone Corp., and President, Kelvinator Corp.

plant equipment, office appliances or household brushes. Types of outlets will vary by industries. In one industry the wholesaler may be a strong factor. In others, he may be a waning factor.

Third, there is the question of the salesman himself. There are jobs for salesmen who expect \$50,000 a year and can earn that amount. There are other salesmen who are overpaid if they total \$3,000 a year. Obviously, the compensation plan may have a great deal to do with attracting and holding \$50,000 men for the company that requires that type of salesman. This type of man requires a different type of compensation plan from that required by the plugging order-taker who may be the type of man required because order-taking is all that is necessary in his company's set-up.

Fourth is the question of magnitude of distribution. The product which is nationally distributed meets all types of conditions. The product with a sectional distribution may encounter sets of conditions peculiar to its own section. These may range all the way from climate to unusual conditions among wholesalers.

Fifth, there is the factor of advertising. Selling a nationally or strongly locally advertised product

differs from selling an unadvertised product. Some companies lay extra stress on merchandising their advertising and this may affect the compensation plan. There are a dozen other ways in which advertising may act as an influence on methods of compensation.

Sixth is the question of what may be called inside conditions, that is, conditions within the company itself.

There is a great difference in the potential value of territories. The compensation plan must take into consideration the necessity of some kind of equitable reward for the salesman covering a territory where the company is strongly entrenched and for the salesman covering a territory where a great deal of pioneer work is required or where competition is in a favorable position.

Sales organizations differ in methods of operation. Some organizations use the system of senior and junior salesmen. With them it is of paramount importance that the compensation plan adequately reward the senior for his work in helping and educating juniors and, at the same time, not over-reward him for work done by the juniors so that the latter are deprived of a proper share in the earnings achieved because of their work. Executive contact with large buyers excludes the line salesman's initial activity. The preparation by the salesman for the executive contact and the follow-through are new problems in compensation plans.

The cub salesman also plays his part in the setting up of a plan. The cub, following a star, should be compensated:

1. On recognition of his new responsibilities.

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GRAHA

J. PAUL

Catering for CROWDS



Clementine Paddleford

... because of her five years' experience as Woman's Editor of one of the biggest national magazines

... because of her three years' experience handling publicity and promotion for food and other "women's" accounts

... because of her fertility of practical ideas

... and because she can translate her knowledge to the reader Clementine Paddleford has been appointed Director of the newly organized

Church

Housekeeping

Bureau of

CHRISTIAN HERALD

GRAHAM PATTERSON	-	-	-	-	Vice-President
J. PAUL MAYNARD	-	-	-	-	Advertising Manager

How much baking powder is needed for layer cakes for 175 people? How many squares of chocolate, how many teaspoons of salt, how many cups of milk and hot water are needed for the filling for cake for 175 people?

Every way they turn in preparing church meals women are confronted by new problems when they are cooking for crowds.

To help the women of America in their church culinary problems Christian Herald has established a CHURCH HOUSEKEEPING BUREAU

There are 185,000 Protestant Churches in America—suppose they serve only 12 church meals a year and only 100 people are present at each. This means 222,000,000 meals that have to be planned, prepared and served. *Actually the figure would be infinitely bigger.*

But whatever the total number of meals served annually in the churches of America, the total is staggering—and food is consumed by the ton.

Through Christian Herald you can buy this tonnage market—at pound prices. May we tell you more about our plans for catering to crowds?

2. For holding existing business.
3. For holding to anticipated sales increases.

4. For sales increases over anticipated increases.

House policies are bound to have their effect on the compensation plan, as, for instance, rules governing trade-ins, time payments, sales to national accounts, etc. It is, of course, impossible to list the thousand and one policies which must be considered.

This list of factors which affect the compensation plan could be greatly extended. The only purpose of listing some of the most important factors is to point out to the sales executive contemplating setting up a new plan or revising an old one the manifold variety of things which must enter into his planning.

It is well to understand the basic philosophy of any compensation plan. Such a plan should work ideally for the maximum good of both the house and the salesman. It should be planned so that

1. The salesman will give his best efforts to his house and

2. He will be assured of a fair and equitable return on his investment in time and effort.

Unhappily, sales management does not always take this broad-gauge view of the question. Too many compensation plans are designed to get the maximum of value from the salesman with the minimum possible pay. This is not only bad philosophy, but also it is poor business. Experience indicates that there is the greatest interest in new compensation plans when the business pendulum is swinging toward poor conditions and less interest when conditions are good. This means that when business is booming everybody is satisfied, but that when business gets bad management begins to plan that the salesman stand his share of retrenchment.

It is important to design compensation plans to drive the salesman to do those things which he has a tendency to neglect. It is quite logical and quite ethical to create a plan which will get the best effort from the salesman. Such plans require individual study and

unanimous consent on the salesman's part. We are all mentally and physically lazy in some respects. We should welcome wholesome stimulants considerably given by the leader.

In this connection, I am tempted to digress for a momentary discussion of a subject that seems to be of increasing importance, the subject of taking care of the salesman in his old age.

Today far too many salesmen find themselves tossed into the street penniless when we think they are too old to keep up with the pace of modern competitive selling.

It is easy enough to say: "But the salesman should have saved. He is paid well and if he runs into financial trouble in his later years that is his fault."

Salesmen Make Bad Investments, Too

This view is narrow and overlooks several important facts. In the first place, salesmen through the years add personal responsibilities and they can be just as unlucky in investments as their bosses. Besides they are on the road and not at home to watch things. If the boss loses \$10,000 he probably has a great many times that sum in reserve. If the salesman loses an equal sum it may mean he has lost his all and must start all over again.

Salesmen have but one life to live. Corporations go on forever. Salesmen should be taught to accumulate so that when changes must be accepted there are reserves to amend the change in earning power.

One can do no more than touch on the subject, but it is my opinion that successful management of tomorrow will be that management which makes as one of the basic stones of its compensation foundation some plan whereby the loyal salesman of long service need not worry about what is to happen to him in his declining years.

One point should be stressed in a discussion of this kind. Don't make the plan too complicated. Point systems can be so complicated that only an expert account-

(Continued on page 138)

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A SENSE FOR CENTS



JIMMIE TOWNSEND is combining his daily dozen with a mercenary motive. By the sweat of his brow he's earning the cash to buy a canoe. "Let's see," he muses, "two lawns; that's a buck and a half today—painting Thompson's garage next week—five dollars more—at this rate I'll have that scow by the end of the month."

Jim is representative of a large class of young men who are earning their spending money this summer, and some besides. And while their earnings may seem modest at present, in a few short years their earning power will be multiplied many times over. Right now these chaps—all in their plastic and impressionable years—are forming buying habits and opinions which will tell mightily

in the near future, when they themselves are family heads.

Do they know your product? Will it be an old friend when they found homes of their own? Start your good-will early; reach them now, through the columns of their own magazine.

Over 700,000 of them read THE AMERICAN BOY regularly. 85% are of high-school age or older. Consider them well in planning your advertising budget. Here is an opportunity to make advertising serve you doubly—increasing your present sales, and insuring your future business. November forms close September 10th.

The YOUTH'S COMPANION
combined with
American Boy
Detroit Michigan
Founded 1827

J. Walter Thompson Company

Through six strategically located offices in the United States and sixteen offices in other countries which cover Europe, North and South Africa, South America, India and Australia, we offer advertising agency service which has demonstrated its merit for many of the world's foremost advertisers, several of whom we have served for more than twenty years.

Total population served by these offices is 1,418,000,000



POB

BUI

BO

LA

NEW YORK · *Graybar Building · 420 Lexington Avenue*

CHICAGO · *410 North Michigan Avenue*

BOSTON · *80 Boylston Street*

CINCINNATI · *Chamber of Commerce Building*

SAN FRANCISCO · *Russ Building*

LOS ANGELES · *Petroleum Securities Building*

★

MONTREAL · *Dominion Square Building*

★

LONDON · *Bush House, Aldwych, W. C. 2*

PARIS · *12 Boulevard de la Madeleine*

MADRID · *Plaza del Callao, 4*

STOCKHOLM · *Kungsgatan 39*

COPENHAGEN · *Axelborg*

BERLIN · *Unter den Linden 39*

ANTWERP · *115 Avenue de France*

WARSAW · *Czackiego 17*

★

ALEXANDRIA · *27 Rue Cberif Pacha*

PORT ELIZABETH · *South Africa · Netherlands Bank Building*

★

BUENOS AIRES · *Argentina · Avenida R. Saenz Pena, 636*

SAO PAULO · *Brazil · Praça Ramos Azevedo 16*

★

BOMBAY · *India · Shaw Wallace Building, Ballard Estate*

★

MELBOURNE · *Australia · 145 Collins Street*

SYDNEY · *Australia · Asbestos House, 65 York Street*

★

LATIN-AMERICAN & FAR EASTERN DIVISION

New York Office

"A Suitable Caption Goes Here"

In This Era of the Glorification of Art in Advertising, Isn't It About Time for the Copy Writer to State His Side of the Case?

By Harry L. Bird

Director of Copy, Millis Advertising Co.

IT was one of those occasions. The Account Representative had outstripped even his own super-sartorial perfection. As he stood, poised and superbly calm, before the Vice-President in Charge of Advertising, there was that in his manner which suggested a gilded courtier of Philip II about to present the latest miracle of new-world luxury to his jaded monarch.

"We have here," he spoke suavely, "the opening advertisement of the coming campaign for Sunnyboy Cookies, in comprehensive visualized form. We feel," and despite the modest first person plural there was a note in his voice conveying the impression that his gigantic intellect, alone, should receive full due, "that it is quite our best thinking on your problem thus far."

With a graceful gesture, he turned back the cerise flap, the tissue underflap, to reveal in full splendor a colorful rendition of a magazine advertisement.

The Vice-President in Charge of Advertising took in the details of the illustration, the occult balance of headline, main color mass, secondary accent and logotype. Then adjusting his pince-nez, he leaned forward to read the headline which was gracefully lettered in a strategic, although not dominant, position. And the words that met his gaze were:

"A Suitable Caption Goes Here."

Chance decreed that this particular V.-P. C. A. was a graduate

of the copy desk. And so, recovering from his surprise, and from the optical inebriation caused by the neatly ruled column of parallel lines which followed this startling headline, he looked at the Account Representative and asked mildly: "Very pretty—but where's the advertisement?"

THE brotherhood of smock-wearers will probably howl him down, but this champion of copy's cause insists on his day in court.

He isn't reviving that ancient argument: Which is more important, art or copy? He does believe, however, that the copy craft is in the throes of an inferiority complex. He wants to know why advertising art is forging ahead while advertising text is more and more being shouldered aside.

I am well aware that the copy vs. illustration controversy is no more susceptible of arbitration than the hen vs. egg poser. But as a copy writer, I am moved to rebellion by that school of advertising which designates text merely by ruled lines, and puts the headline in the category with the mid-Victorian youngster

who was to be seen but not heard.

Of course, we wielders of words must express some gratitude for the modicum of recognition still accorded us with the adjective "suitable." When layout men eliminate that qualification we shall truly have plumbed the depths.

But after all, why should the visualizer be permitted to get away with it, any more than we of the copy craft should be allowed to present an advertisement solely in typewritten form, with the comment, "A Suitable Illustration Goes Here," in lieu of layout?

Art and text are the twin hand-maidens of advertising. The perfect advertisement has both "eye" and "you" appeal. Before the entire brotherhood of smock-wearers howls me down, let me venture the statement that for every campaign of major success which has won its victory through art,



3,035 carriers serve
851 cities and towns
in Iowa.

Daily circulation exceeds 240,000

Only ten cities in the United States have a daily newspaper with as large a circulation as The Des Moines Register and Tribune . . . New York, Boston, Detroit, Cleveland, Philadelphia, Baltimore, Chicago, Kansas City, Pittsburgh and St. Louis.

there are fifty which owe their "It"-ness to copy.

This being the case, why is the copy craft in the throes of an inferiority complex? Why is advertising art forging ahead while advertising text is more and more being shouldered aside?

You, Mr. Copyman, may vehemently deny this. For rebuttal, I call your attention to the form in which the average copy message appears in an advertisement. Does it get away to a clean start? Is it permitted to run its course, free and unhampered? Does it get the spotlighting and the sheer legibility it deserves? All too seldom.

Instead, as a rule, it is stepped down a size or two for the sake of greater illustration area, for the sake of white space, for the sake of type "color." It is shunted from pillar to post, forced to take all manner of detours to avoid head-on collisions with secondary art spots, even compressed into shapes to gratify an errant whim of a visualizer straining to be different.

Can you imagine Arthur Brisbane permitting one of his editorials to be arranged in the form of a Greek vase or a pyramid—or in any style except a straight column without run-arounds or other intrusions in the name of art?

The root of the difficulty lies, of course, with the copy writer. All too frequently he accedes to this manhandling, assault and battery, and other forms of *lese majeste* because he is not sure in his own mind that his copy is right. He is not thoroughly sold on its merits, and therefore supinely permits it to be given the run-around when it should have the main track.

The copy man who writes with enthusiasm, who knows that his stuff is good, and who knows that good copy is an essential of any successful advertisement, generally displays a tendency to rear up on his hind legs and bellow with rage whenever his words seem in danger of being subordinated. As a result, he is not apt to be popular with the layout man who puts form first. That, however, wor-

ries him not in the least. He is prepared to sacrifice any number of visualizers on the altar of legibility. And it is just that type of writer which is needed in advertising today.

There will always be an oversupply of text-producers who can string words together into the semblance of an advertising message. But of *writers*—of guys who can grab a product or a service by the scruff of the neck, whirl it three times around their head and make it shout "Uncle"—there will never be enough.

And probably it's just as well. For if it weren't for the purveyors of colorless, pep-less copy, who permit their text to be elbowed into the corners of advertisements, our sales resistance never would have a chance to recuperate!

Keresey and Duane D. Jones, Vice-Presidents, L. & T. and L.

Thomas M. Keresey and Duane D. Jones have been elected vice-presidents of Lord & Thomas and Logan, Inc., advertising agency.

Mr. Keresey was director of publicity and advertising of the International Mercantile Marine Company, until he joined the New York office of Lord & Thomas and Logan several months ago as an account executive. He had previously been associated with Thomas F. Logan, Inc.

Mr. Jones has been with the agency since 1923 and was manager of its Los Angeles office until his recent transfer to the New York office.

Addressograph Account to Dunham-Younggreen-Lesan

The Addressograph Company, Chicago, manufacturer of Addressograph, Duplicograph and other office appliances, has appointed the Dunham-Younggreen-Lesan Company, Inc., advertising agency of that city, to direct its advertising account.

Pelman Institute to Schwab and Beatty

The Pelman Institute of America, Inc., New York, has appointed Schwab and Beatty, Inc., advertising agency of that city, to direct its advertising account.

Kelvinator to Brooke, Smith & French

The Kelvinator Corporation, Detroit, has appointed Brooke, Smith & French, Inc., advertising agency of that city, to direct its advertising account.

Thorough Trading Area Coverage Through One Newspaper!

Market of a Million Covered by One Paper

IN ADDITION to 572,324 people in Milwaukee alone, the 50-mile trading area contains thirty cities with a population of more than 2,500 each—making a total urban population of 955,777 in this market.

In these urban centers outside of Milwaukee, The Milwaukee Journal reaches one out of every two families on Sunday and more than one out of every three families daily—in addition to the coverage of more than four out of every five families in Milwaukee.

This thorough, powerful coverage of all trading centers in the Milwaukee-Wisconsin market cannot be duplicated or approached by any other newspaper or combination of newspapers. Concentrate in The Milwaukee Journal for maximum net returns in this market!

THE MILWAUKEE JOURNAL
W **FIRST BY MERIT** *W*

Read by More than Four out of Five Milwaukee Families!

THOSE WHO KNOW IT BEST



• • •

Local advertisers prefer The Daily News above every Chicago week-day newspaper. These merchants live within The Daily News circulation territory . . . know the type of newspaper The Daily News is, the class of readers it reaches, the response that advertising in its columns evokes.

• • •

Western advertisers, too . . . the majority of whom are located within The Daily News circula-

tion territory and sphere of editorial influence . . . prefer The Daily News above every other Chicago week-day newspaper.

• • •

There are many evidences that The Chicago Daily News is a good newspaper and an effective advertising medium. But none of them is more convincing than the fact that those who know it best value it most.



THE CHICAGO DAILY NEWS

CHICAGO'S HOME NEWSPAPER

ADVERTISING REPRESENTATIVES:

CHICAGO
Home Office
Daily News Plaza
Tel. Dearborn 1111

NEW YORK
John B. Woodward,
Inc.
110 E. 42d St.
Tel. Ashland 2770

DETROIT
Joseph R. Scolaro
3-241 General
Motors Bldg.
Tel. Empire 7810

SAN FRANCISCO
C. Geo. Krogness
303 Crocker
1st Nat'l Bank Bldg.
Tel. Douglas 7892

ATLANTA
A. D. Grant
711-712 Glenn Bldg.
Tel. Walnut 8902

MEMBER OF THE
100,000 GROUP
OF AMERICAN
CITIES



Any Advertiser Can Get Plus Service from an Advertising Agency

If He Will Keep the Contact Man Informed, Interested and Enthused

As Told to Eugene Whitmore

By K. L. Hamman

President, Hamman-Lesau Company, Inc. (Advertising Agency)

COMMENTING on an unusually successful advertising campaign which has been appearing for several years under the direction of the same agency, a fellow advertising man recently remarked that all the credit for the success of the advertising should go to the president of the company. "Why, that old duffer is such a good salesman, and is so full of enthusiasm and sales ideas the agency men have a cinch," he declared with some emphasis.

Whether my friend's remark accurately reflected the conditions which prevail in the handling of this account I do not know, but I do know that if he is right it will probably be a long time before the account changes agencies. For an enthusiastic client invariably gets a brand of service from his agency that produces results.

Back of almost every successful advertising campaign there is some individual or group of individuals who knows how to keep the agency men informed, interested and enthused. Whenever I am asked by a client how he can insure good results from our agency or how he can co-operate with us I invariably answer: "Give us new things to think about." By this I do not mean that he must give us new products to advertise, but that he must give us new facts which challenge us to think more clearly and with greater interest in his problems. The amount of time, thought

and work given any individual advertiser in any agency depends almost entirely on the advertiser's ability to inform, interest and enthuse the men who direct his advertising.

Members of an advertising agency are to some extent comparable to

salesmen who sell several lines. The line which enjoys the best sale is invariably the line which interests the salesmen the most. It is the line on which the salesmen have the most information. Advertising agency men always have a number of accounts on which they must work. Every account is a direct competitor with the other accounts for

WHY do some clients get better service from their advertising agencies than others? Do they demand more and insist on getting it? Is it often the size and importance of the account? Is there, in short, a secret method which will enable you to get more and better service from your advertising agent?

There is. But it isn't a fact that he who insists the hardest gets the best. It's much simpler than that.

the interest and enthusiasm of the members of the agency. Only the client who makes his proposition continually interesting to the advertising men can expect the maximum of thought and attention from them. He must furnish his agency executives with enough information about his problems and the current sales situation to demand and hold their attention.

From almost every advertising agency some clients receive excellent results. Other clients served by the same men are forced to put up with mediocre service and results, which are not at all comparable to the results to which they are entitled or have been led to expect. This must be true or accounts would not change agencies so frequently. The difference may occasionally be the result of

the experience or training of the agency men, but more often it is the result of the client's failure to keep his advertising men informed, interested and enthused.

So long as advertising men are human it is only natural that the advertiser must continue a process of "selling" his product or his proposition to them. Unless he does they will lose much of their early interest and enthusiasm which is so vital to the success of any campaign.

Let me cite a specific example. Several years ago a certain advertiser who had always been easy to please—whose bills were paid promptly—who never kicked at artwork charges, or engraving costs—began complaining that his advertising was not as good as it was when the agency began directing it.

Agency Should Get All Data Which Go to Salesmen

Because this is a frequent complaint from some advertisers, none of the agency men paid much attention to the complaint. Finally the advertiser threatened to change agencies. In the hope of finding the trouble a special man was assigned to the account. When the new man began to study the advertiser's problems he was unable to find any current sales figures, any facts about sales costs or data on distribution. Contact between the agency and the client was limited to occasional routine visits by the agency men to obtain approval of copy. It was a plain case of the agency men having lost interest in the account because they had nothing to keep them thinking.

When the new account executive asked for figures showing sales costs by territories the advertiser objected that it would be too much trouble to dig out the figures and declared that he couldn't see what these costs had to do with the writing of advertising. After several meetings with the advertiser the account representative was able to induce him to furnish figures showing sales volume and costs by territories. From these figures the real reason for the advertiser's dissatisfaction was easily located.

Sales costs in certain territories had risen so rapidly that the advertiser's profits were threatened with extinction.

With these specific facts there was a real challenge to the agency—facts which demanded a brand of thinking totally different from that which had previously been devoted to the account. When confronted with these facts there was a sudden increase of interest on the part of the men in the agency. Here was a chance to show definite results—to prove their ability to produce the kind of advertising that stabilizes profits.

As a result of the study of sales costs by territories, the agency made two proposals to the client. One was to abandon the outlying territories and concentrate all sales effort in the profitable territories nearest the factory. The second recommendation was to triple the advertising in the outlying territories. It was suggested that the advertiser make a capital investment in an intensive drive for business on the edges of his sales territories.

Because the volume from the outlying territory was necessary to enable the manufacturer to produce his line economically and keep prices down to the point where it was possible to meet competition in the home territories, the only thing to do was to accept the agency's proposal for increased advertising in the unprofitable territories. Seventeen months after the special campaign began, sales costs in all the outlying territories had been reduced almost to the level of costs in home territories.

This is but one of many examples of the high cost of an advertiser's failure to keep an agency interested in his business by furnishing information which is a constant challenge to an agency's ability to create advertising that solves a specific sales problem.

Crossing the desks of major executives in the offices of every client is a constant stream of information, which, when relayed to the agency, enables the advertising men to prepare far better advertising than they could without the help of this information. It is

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It is

absolutely imperative to the success of any advertising effort for the agency to receive and digest this information regularly and systematically.

Excerpts from reports of salesmen and branch managers often contain helpful facts for the agency. Sales statistics by territories and by products, where the line is diversified are vital helps in planning advertising today. This information, along with sales costs by territories and by products should be furnished the agency as frequently as possible.

Today when conditions are subject to such rapid fluctuation, information on sales and sales costs, facts concerning the reactions to advertising, opinions of branch managers, jobbers and dealers are far more important than they were a few years ago. A mental picture of the exact sales situation in every part of the country where the advertising is appearing enables an advertising agency executive to work with far greater accuracy than is possible when the advertising is planned without this information.

The More Information the Better

It is impossible to make a formal list of all the various types of information a client should furnish an agency because every account calls for different kinds of information, but it is safe to generalize to the point of saying that every advertiser should send his agency all the standard information and data that go to salesmen. Sales bulletins, price changes, information on stocks of dealers and jobbers, activities of competitors, copies of the salesmen's house organ—all this material serves a very definite purpose in maintaining the interest and enthusiasm of the agency executives. Even though it may be difficult to see just how such material is going to help an agency man it is nevertheless true that the more information he has the more interested he is in any account.

Just to show what big results come from apparently insignificant pieces of information, let me relate an incident which is typical of the

advantages of keeping the agency informed and interested.

Some months ago an advertising agency executive was reading a copy of a special letter which was being mailed to salesmen in only one district of an advertiser's organization. The letter urged all salesmen to devote all their energies to opening new accounts for a period of one month following receipt of the letter. After reading the letter the advertising man called the client's sales manager and asked why this letter was not sent to all salesmen.

"Why, that's simple—in our other districts we have almost perfect distribution. What we need there is not more dealers, but more sales per dealer. In this particular district our great problem is more dealers. Distribution there is spotty. Didn't you know that?"

The advertising man admitted that the information was news to him, but tactfully omitted reminding the sales manager that this information should have been furnished him long ago.

As the result of this chance bit of information the agency began studying this advertiser's distribution and found three districts which needed an entirely different type of advertising. These three needed more dealers, rather than more sales per dealer. Hence it was easy to see that they required advertising to impress the dealers, and win better distribution before advertising to consumers could be as profitable as it should. New schedules calling for larger space in these districts were made up, so that the salesmen would have special support in their drive for new accounts. Smaller space and more frequent insertions were scheduled for territories where distribution was complete. In a few months of increased advertising and sales effort the three districts where distribution was thin have shown a large increase in sales and there has been a big increase in the number of dealers.

When the men in an advertising agency are constantly furnished with new information, newsy facts about the current sales situation and interesting develop-

ments in the advertiser's organization, the agency men are not likely to go stale on the account. But between actually going stale and having a keen, enthusiastic zest for an advertiser's account there is a middle ground of uninspired and routine handling of the work which may fall a shade short of bringing the results the advertiser expects. It is in this twilight zone that many campaigns begin to show their first signs of mediocrity and heavy-handedness.

The advertiser who wants to avoid this condition will take pains to use the same methods of bolstering up the enthusiasm of his advertising men that he uses to keep the enthusiasm of his salesmen at high pitch. He will keep them informed of every little business triumph enjoyed by his product; he will tell them of any new dealers—particularly important dealers—who have been added to his lists of customers. He will pick out interesting details from each week's orders—unusual shipments to foreign countries, sales to important people, facts about large orders, excerpts from testimonial letters, copies of repeat orders and similar other bits of information which are bound to keep up a salesman's and an advertising man's enthusiasm.

When an advertiser really starts out to get plus service from his agency it is to be had from almost any agency, and plus service from any good advertising agency is one of the biggest bargains in business.

Greensboro "News" and "Record" Appoint S. M. Levy

Sam M. Levy has been appointed advertising manager of the Greensboro, N. C., *News and Record*. For the last seven years he has been with the New York office of The H. K. McCann Company, first in a market and research capacity and more recently as account executive.

J. B. Hartnett Joins Hughes, Wolff Agency

J. B. Hartnett, formerly sales and advertising manager of the Folmer Graflex Corporation, Rochester, N. Y., has joined Hughes, Wolff & Company, Inc., advertising agency of that city, as an account executive.

Realtors Plan Advertising Advisory Bureau

The National Association of Real Estate Boards, through its board of directors, has voted to institute an advertising advisory bureau to serve members on advertising problems. The service to be provided by the bureau, it is planned, will include newspaper advertising helps, material for direct-mail campaigns and a radio advertising service. A consultation service, which would at first be a clearing house for information on advertising but eventually would be enlarged to include revision and classification of campaigns for local real estate developers who want help on their advertising problems, is also projected.

The plan will be placed in operation if and when one hundred constituent boards of the Association indicate their desire to use the service. Fifty boards pledged themselves to use of such a bureau at the recent convention at Toronto.

Grace Steamship Line Appoints Campbell-Ewald

The Grace Line, New York, has appointed the Campbell-Ewald Company to direct its advertising account, effective September 1. Through this appointment the Campbell-Ewald agency, which has been directing the West Coast advertising of the Panama Mail Steamship Company, a Grace Line subsidiary, will also handle Panama Mail East Coast advertising through its New York office.

E. W. Brewer with Charles C. Green Agency

Emerson W. Brewer, for the last year with Street & Finney, Inc., New York, and formerly with Langdon-Rand, Inc., and the H. W. Kaster & Sons Advertising Company, Chicago, has joined the staff of the Charles C. Green Advertising Agency, Inc., New York.

New York Pie Baking Appoints Ewing, Jones & Higgins

The New York Pie Baking Company, New York, baker of Mrs. Hopkins pies, has appointed Ewing, Jones & Higgins, Inc., New York and Philadelphia advertising agency, to direct its advertising account. Newspapers will be used.

Herman Steinbruch with National Broadcasting

Herman Steinbruch, for more than ten years advertising manager of *Current History Magazine*, New York, has resigned to join the New York staff of the National Broadcasting Company.

McCandlish Appoints F. W. Atherton

Frank W. Atherton has been appointed Detroit manager of the McCandlish Lithographing Company, Philadelphia.

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THE INDIANAPOLIS NEWS

***35,188 MORE families in Marion County (Indianapolis) buy and read The News than the next Indianapolis daily newspaper.**

***(March 31, 1930, Publishers Statement)**



The INDIANAPOLIS NEWS
Sells **The Indianapolis Radius**

DON BRIDGE, Advertising Director

New York:
DAN A. CARROLL
110 East 42nd St.

Chicago:
J. E. LUTZ
Lake Michigan Bldg.

DOLLARS TO DOUGHNUTS



The question was why did this almost unknown brand of merchandise enjoy a large sale in Detroit.

The statement was "Dollars to doughnuts the Boone Man will know. Detroit is one of his cities."

The answer was supplied by the Boone Man immediately

thereby proving the odds of dollars to doughnuts very fair. After all it was the Boone Man's job to know that story, just as it is his job to know the stories back of successes and failures in all of his eleven great markets.

CALL THE BOONE MAN



RODNEY E. BOONE ORGANIZATION

CHICAGO
Hearst Bldg.

NEW YORK CITY
International Magazine Bldg.
57th Street at 8th Avenue

DETROIT
General Motors Bldg.

BOSTON
5 Winthrop Square

PHILADELPHIA
Fidelity Philadelphia Trust Bldg.

ROCHESTER, N. Y.
Temple Bldg.

New York Journal
Boston American
Albany Times-Union
Rochester Journal
Syracuse Journal

Evening

Chicago American
Detroit Times
Baltimore News
Washington Times
Omaha Bee-News

Wisconsin News (Milwaukee)

Boston Advertiser
Albany Times-Union
Rochester American

Sunday

Detroit Times
Baltimore American
Syracuse American

Omaha Bee-News

SINGLED BASED ON SERVICE

**In times of stress
it is the
younger,
more progressive
element of
a market
that surges
forward
and leaps
all barriers.
Send your message
to Detroit's
moderns
thru their favorite
newspaper
The Detroit Times**

"THE TREND IS TO THE TIMES"

Represented nationally by the **RODNEY E. BOONE ORGANIZATION**

The Advertising Reserve—Protector of the Advertising Investment

A Cut in Advertising Invites a Cut in Sales—The Reserve Is a Backstop for Both

Based on an Interview by Bernard A. Grimes with

Thomas H. Blodgett

President, American Chicle Company

TODAY management has a better knowledge of the workings of advertising than it had yesterday. Tomorrow it will know even more, for the experiences of today will be added to those of yesterday. Outstanding among the profitable lessons learned not only will be the importance, but the necessity as well, of providing for and maintaining an advertising reserve fund.

This statement I advance as an impartial observation, not as a preachment. I appreciate information from executives who discuss the handling of their problems and I am glad to make some contribution to the valuable interchange of information which such discussions afford but I would not presume to tell another man how to run his business. What I have to say about advertising reserves is said in the light of what the American Chicle Company has done to create them and what they are now doing for the company.

Advertising functions both as a developer and a sustainer of markets. Some businesses, by their nature, find it advisable to plan their advertising expenditure so as to emphasize the development function. Effort is directed at a prospect to get him to buy a product of long service. Other businesses, dependent on frequent purchases by the same buyer, must concentrate on advertising that will keep him buying their products day in and day out or as fast as the goods are consumed.

A good illustration of merchandise of everyday purchase is had in the chewing gum industry. There are counterparts in numerous other industries whose advertising is directed largely to keeping customers already won to specified brands. An example is cited in the

policy of Colgate-Palmolive-Peet which reports that it spends 95 cents of each advertising dollar for that purpose. But 5 cents of each dollar is spent to get new customers.

At this point I put a question which gets to the nub of this interview: In times of business stress what would be the effect on an industry such as ours if advertising appropriations were subjected to curtailment? We would remind our customers less often to buy and they probably would, in turn, buy less often. Consequently, we would have still less money from sales with which to advertise—that is unless we provided an additional fund to meet the exigency. This emergency fund would have to come from a requisition on profits or, perhaps, borrowed money—again unless we had provided for just such a contingency by having available a reserve fund which had been created in more prosperous times.

Our advertising reserve, as we anticipated in planning it, has not made it necessary for us to consider the hypothetical question that I asked. Last year, for example, we had a sizable sum from our advertising allotment which was unexpended. This was transferred to the advertising reserve instead of dropping it into profits for the year. We can draw upon it this year to finance our advertising over a period of more strenuous sales effort. Instead of taxing owners' or stockholders' earnings, as represented in the profit share of each sales dollar, this reserve will safeguard the continued receipt of these sales dollars and assure stockholders a profit on their investment.

The whole plan of getting ad-

vertising dollars for sales promotion and reserve is inherent in American Chicle's employment of the sales dollar theory of operation. Our experience indicates that 20 per cent of each dollar received from sales is a normally feasible allotment to sales promotion and advertising. The fund so made available for advertising is used at the discretion of the managers responsible for the development of each brand in the American Chicle family.

The brand managers know that their source of advertising funds is under their control. With wise disbursement, as determined by sales response, the fund builds itself according to the number of sales dollars produced.

It is all very well, to repeat what I stated on another occasion,* when boards of directors enthusiastically adopt recommendations to set aside a percentage of sales or a lump sum for advertising. There could be no criticism of such action if, when sales reports fall off, the directors are not very much inclined to cut the advertising appropriation and, as has been repeatedly pointed out, do so when advertising support is most needed.

Our brand managers have not had to worry about what advertising appropriation will be made by the board. They know from month to month how many advertising dollars will be theirs to put to work. They know this from the number of sales dollars that are being taken in. Each sales dollar contributes its share to the building up of advertising dollars which will be used to bring in other sales dollars. Should sufficient advertising dollars not be obtainable from this source, there is the reserve to make up the deficiency.

On the other hand, fixed or arbitrarily set appropriations restrict the free reins of those to whom management has delegated responsibility for building and maintaining sales. It is fundamental that direction and financing of advertising call for flexibility. You can't

have flexibility if management stipulates a fixed expenditure which later may be found to be too much or too little for the job to be done.

Management may decide to appropriate say, \$200,000 when, during the previous year, \$300,000 was spent. The \$200,000 appropriation to be taken out of the current year's operations may be excessive in proportion to the sales obtained, and, therefore, be too much of a tax on sales. Again, a situation might arise which demands emergency measures impossible of application if they are restricted by a fixed appropriation.

The emergency might arise when much of the pre-determined appropriation has been expended. Of course, additional funds can be requisitioned but, if this is done, it reflects on the forecasting ability of management. Less confidence will be entrusted to the ability of a set appropriation made the next year to do the work required.

If additional funds are made necessary through emergency, from where are they to come? Are they to be had by taxing anticipated profits or drawing on profits already set aside for stockholders as their share of sales dollars which the company has received? Or has a policy of advertising flexibility foreseen such emergencies and insured surmounting them by setting up a reserve fund? The advertising dollar spent today does not do all of its work next month, next year or the year after. It works with advertising dollars invested long before. Our activities, it will be remembered, are directed largely toward maintaining the consumer and trade acceptance which previous advertising effort has created.

There are other advantages in providing a reserve. Whether we tax sales dollars for advertising funds or whether we appropriate money for advertising, the course of the year may bring out the fact that less sales promotion pressure is needed than had been contemplated. We may effect economies in our advertising program. Because we have a certain number of

*"How American Chicle Budgets Advertising Brands," a discussion of the theory of the sales dollar plan, *PRINTERS' INK MONTHLY*, February, 1928.

How Long Must This Go On?

Knowing full well the vagaries of the mind and memory, the Chicago Evening American did not hope for immediate and universal realization of its circulation leadership in Chicago's evening field, when that leadership became a FACT. But today, in the tenth year of that leadership, we wonder how much longer it must go on before *all* men know it who should.

From experience we know that here and there are men, charged with the responsibility of getting an advertising message across to Chicago, who are amazingly vague as to the relative circulation positions of Chicago's evening papers.

Lest this vagueness be thought due to there being but little difference between Chicago's acceptance of the Chicago Evening American and other Chicago evening papers, we hasten to make the contrary clear. We have said that the Chicago Evening American is in its *tenth* year of circulation leadership in Chicago's evening field. It is also in its fifth year of leadership over the second Chicago evening paper in point of circulation *by more than 100,000 copies daily!*

In the first 6 months of 1930 the Chicago Evening American's circulation averaged 562,631 copies daily, and that of the second paper 446,101 copies daily.

CHICAGO EVENING AMERICAN

a good newspaper now in its TENTH YEAR of circulation leadership in Chicago's evening field



National Representatives: RODNEY E. BOONE ORGANIZATION

dollars to spend does not predicate that they must all be spent within a specified period.

Because one brand manager might have \$20,000 for advertising it is not incumbent that he dispose of all of it if circumstances do not warrant its expenditure. He will be careful to husband some of it so that he will not be unprepared for emergencies.

Our primary purpose is to see that we can adequately finance our immediate needs to insure our business for the present. We can set aside the surplus advertising dollars to insure our advertising investment should a shortage in advertising dollars occur or should too great a strain be placed on the advertising dollars that are at work.

Conditions today are somewhat more strenuous than they were last year. Business is harder to get but pressure is exerted by stockholders, the owners of the business, to keep up earnings. Taxation of each sales dollar provides us with money for financing the sales pro-

motion of our brands as in the past. In addition, we are able to draw upon our advertising reserve for moneys necessary to take care of specific needs occasioned by the demand for greater selling effort.

The advertising dollar will be conserved in energy value if there is no let-down which will slow up the productivity of dollars already invested. These are the times which prove the wisdom of having and surely of setting up a reserve fund. Those who want to squeeze through in times of stress should allow for a surplus to deal with unpleasant circumstances as they arise.

What is more, the advertiser who has not spent all his energy in past performances, has a second wind to draw upon. His ability to continue his advertising without reducing its momentum may very likely help him to advertise more economically because of the let-down in competition for getting consumer attention on the part of those who cannot keep up the more rapid pace.

Plain Glasses

THE Associated Gas and Electric System uses a good caption in recent advertising copy. It urges people to look through plain glasses.

Last year, the company points out, everybody was looking through pink glasses.

This year people are using blue glasses instead.

Why not look through plain glasses, the company suggests, and observe that business as a whole is about 91 per cent of normal; that employment is about 95 per cent of normal; that retail sales are about 97 per cent of last year; that grocery sales are practically the same as last year; that regular interest and dividends are being paid practically as usual; that the buying power of the average person is nearly the same as usual; in short, that the 30,000,000 families go on working, earning, buying and spending almost as much as last year which was an abnormal high year and that the 2,250,000 business establishments go on operating,

buying, and selling much as heretofore.

At the end of this suggestion the company puts on record the fact that its own gross revenues are ahead of 1929, that the upturn will come when consumption has caught up with 1929 over-production. "Just when that will be, no one knows. It will probably be soon, if the time is not already here."

A fine, cheerful, sensible use of space for advertising.

If more companies took the trouble to sell confidence and cheerfulness, using facts instead of generalities, business would be helped.

Fear and an excess of caution are doing more to hold back industry now than any mere tangible factors.

Many companies have good news to tell about their own business. They know other cheerful facts. What better copy angle than this: To sell confidence, good cheer, at a time when they are so badly needed, when so many men refuse to look through plain glasses?



F course;—nearly everyone does. But what *kind* of printing do you need;—that's the question?

You can't simply say that printing is printing and let it go at that. Think of the difference between the fresh-laid egg and that of yesteryear!

And there's a whale of a big difference between printing—of the sort you love to look at—and the "run-of-the-mill" variety.

In emphasizing your need for printing, what we mean to coyly suggest is that you really need Charles Francis Press printing.

Let's get together!

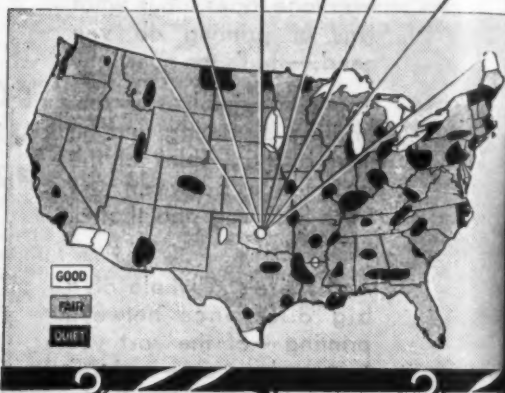
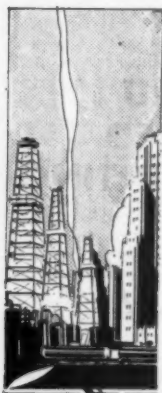
CHARLES FRANCIS PRESS

PRINTING CRAFTS BUILDING
461 Eighth Avenue, New York

**YOU
NEED
PRINTING**



The WHY of



The tenth federal reserve district bank report shows Oklahoma City one of only two cities in the district with retail sales gains in June over June of last year. Oklahoma City's gain for June was 8.7%—for the first six months of 1930, 1.6% Oklahoma City led the tenth district in total building permits for the first six months, with \$10,484,780, while June's permits exceeded \$1,000,000 for the thirty-fifth consecutive month, the month's total being \$1,285,000 (not including \$1,900,000 in new oil well rigs) Bank deposits soared to \$151,174,000 in July an increase of \$40,000,000 over June, and almost \$10,000,000 over July of last year While virtually every other city in the nation was in the throes of a business depression in July, Oklahoma City was acquiring 1,000 new residents, continuing its building boom of the

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Why Oklahoma City and its market continue to be "white", as illustrated on the conditions map reproduced from the August number of Nations Business, is indicated in large part by the facts given below.



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gle effectiveness, by the Oklahoman and Times . . .

THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES
THE OKLAHOMA PUBLISHING COMPANY
THE OKLAHOMA FARMER-STOCKMAN

WKY



Special Advertising Agency New York, Chicago, Detroit, Atlanta, Kansas City, Dallas, San Francisco

HARVEST TIME MEANS PROFITS

NATURE cannot be curbed and things have been growing on the farms while in other sections of the country we have experienced a standstill. Harvest time will mean profits to the rural people.

The farm woman dominates the buying of the farm family and greatly influences the choice of even those things which she may not personally purchase.

THE FARMER'S WIFE is the personal magazine of the farm woman. National distributors will cover an enormous market by reaching this important buyer through the only magazine published in America exclusively for her.

THE FARMER'S WIFE

The Magazine for Farm Women
Webb Publishing Company, Publishers
St. Paul, Minn.

THE FARMER'S WIFE—1806 Bell Bldg., Chicago
WALLACE C. RICHARDSON, Inc., 250 Park Ave., New York

Member Audit Bureau of Circulations

Economic Criminals and Economic Racketeers

Against What Does the Economic Criminal Offend? What Constitutes an Economic Crime?

By Richard W. Wyse

General Manager, Bonser Products, Inc.

THE man who sells merchandise at a loss may be an economic criminal as has been suggested in PRINTERS' INK.* If so and his act be planned for the deliberate purpose of discrediting competition, the element of intention would make him the more culpable.

Granted the crime; against what is it committed? Not against the political state, the Government forbids no man to lose, squander or waste his substance. Anyone may impoverish himself until he becomes a public burden and remain entirely within the law. Legislatures regulate the methods by which we may acquire wealth or induce others to part with it. They ban certain direct methods but no fiat exists against the disposal of any or all possessions in which one has rightful title. The law penalizes robbers but exacts no penalty from the person robbed.

If our economic criminal has committed any offense it must be against Business, that unorganized body of general prosperity upon which Government and culture of today rest and which forms the Economic State.

Obviously this is a very different matter from the political state although the two may be, and are, interdependent. Aside from any question of Government in business, business in Government, Government ownership or operation, or what pet catch phrase have you, our actual Government of today is a mixture of the economic and political state although by tradition and practice it is primarily concerned with matters politic.

We may conjure up an economic

state as a peg on which to hang our economic criminal for his economic crime. Once we have it, however, we must not suppose that only one offense is possible against it. Selling without proper profit may be the chief crime of those who sell merchandise, but what of those who buy?

All merchandising is done today in a buyer's market. Historically this is a new condition so that most of our laws and traditions have been handed down to us from periods which were very different from the present. It is only since the commercial revolution made it possible to manufacture and merchandise sufficient quantities of products to meet the needs of all consumers that this buyer's market has existed, that our economic state has come into being.

With the rapid concentration of power into the hands of the buyer that has resulted, with only the natural checks of business upon him, it is really astonishing that few if any major economic crimes can be charged against him. Buying power is the power of life and death over all engaged in merchandising today, and yet instances of serious abuse of this power are very rare.

Buyer Not Without Sin

But the buyer is not entirely without sin. Anything approaching an economic crime may be difficult to find, but at least the general practice of chiseling may be considered a case of Economic Racketeering, including maltreatment of that long-suffering absurdity, the cash discount, the return goods evil and perhaps most dangerous of all the general practice of Specifying.

At first glance it may be supposed that economic racketeering

*"Profits vs. Price Cutting," by Rudolph Zinsner, March 13, 1930. See also "Prices in a Buyer's Market," by George D. Olds, Jr., March 20.

would be largely restricted to the smaller retail dealers, to less desirable credit risks generally, to marginal merchandisers. Such a supposition is not justified. Indeed, only terrific concentration of buying power makes possible some of these abuses.

The Specifier is a racketeer by grace of exceptional buying power, such as can be found only in organizations handling large volume of business. The very fact that he is small bars the individual retail dealer from this racket. Although we have probably all met him, in the interests of clarity, let us define the Specifier as the buyer who places an order only on condition that he may specify something concerning the merchandise or its package to make it differ more or less from the product which is offered to him.

Your economic racketeer is often a good fellow, kind, even to salesmen. His suggestions may be good, may more or less increase the salability of the product he buys. He may be generous, too, offering to pay for any additional raw material necessary to meet his demands. One such racketeer sought neckties an inch shorter than usual and a half inch wider; another would handle men's shirts only if they had three buttons on the cuff to give his organization a distinguishing touch; a third insisted that a certain color should predominate in all his purchases to give them a "harmony of color tone"—for which idea perhaps he does deserve a big, big hand.

One thing which apparently is not understood is that all specifications must cost the manufacturer something, the amount varying widely with conditions. An automobile manufacturer could not afford to accept an order for 100 cars equipped with five cylinder motors at the same price as standard fours plus the cost of additional raw material. Very probably he could not afford to accept such an order at any price. Where necessary tools and dies are not a big item and no engineering problems are involved, production may be flexible enough to permit cer-

tain changes with little expense but never entirely without cost.

The reason why this racket is dangerous is that the element of cost involved is shouldered upon the seller coming for the most part from his margin of profit and that it gives to the ultimate consumer little if any actual benefit. It is an element of waste. A burnt offering of profits.

Does this constitute an economic crime? That depends of course upon our definition and apparently none has yet been written. Someone ought to set down such a definition to which all business can repair—the word "repair" has the right odor about it. But perhaps more discussion is desirable first to establish a general agreement as to what practices it is to the best interests of Business to taboo.

However, it would seem that any definition should include all such acts as tend to cause waste within the business structure for the benefit of some individual. And while we are discussing definitions suppose we decide that the word *waste* as we have used it shall signify loss of profits to those engaged in the distribution or manufacture of merchandise or an unnecessarily high consumer price.

With some such understanding as this, our Economic Crimes are seen to be practices of the sort which tend to make of business a series of horse-trades instead of the continuous operation of a vast public utility maintained for the general welfare. In this economic state of ours individuals are not to be conceived of as independent hunters, each out with his gun for his own dinner, shooting at random and careless of the ultimate destination of any bullet which fails to add to his own food supply. Mix the metaphor a bit and instead of this picture we see business operating as some enormous internal combustion engine generating power for specific purposes, the separate transactions of individual enterprises being comparable to the explosions within our engine's many cylinders, planned, timed, geared, co-operating power impulses, each one of which plays its part in the performance of the entire system.

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system.

MEMORY is a frail instrument unfortunately, or perhaps fortunately. As you choose to view it. Mental impressions flick in and flit out. 'Tis here, 'tis gone. Always are we concerned lest we forget to remember.



ADVERTISING is like that. We see, we note, we may forget. But the young business woman working in downtown office buildings in Detroit, reading The Free Press at 9 A. M. sees, notes and does not forget, for in three hours, at lunch time, she may buy and does buy that which has engaged her fancy or suggested a need through advertising.

THREE hours from ad to action. And what a help to advertising in these whirligig days. Possible in Detroit only through the morning Free Press.



EIGHTY-FIVE per cent of the young business women working in downtown office buildings in Detroit prefer The Free Press as their newspaper. What a market! Nowhere else is advertising acceptance so quickly noted—and cashed.

The Detroit Free Press

FERREE &
National



CONKLIN, INC.
Representatives

New York

Chicago

Detroit

San Francisco



Pequot House

AS part of the tercentenary celebration of the founding of the Massachusetts Bay Colony, the Pequot Mills have built on their lawn at Salem, Mass., an authentic reproduction of a typical home of a prosperous merchant of about 1650, completely furnished in the style of that period. This is open to the public and many visitors to Salem are taking advantage of the opportunity to visit the mills and the inviting gabled structure that stands on the grounds of the factory. Young ladies dressed in the costume of the period act as hostesses and answer questions. About 2,000 visitors passed through this Puritan dwelling in two weeks' time.

The Pequot organization has done everything possible to make the house as nearly like a Puritan home as possible. Timbers used in its construction were taken from the old North Station, Boston, where they had become worm-eaten under water. The dwelling has an authentic aged and weatherbeaten appearance.

The furnishings have been carried out to the last detail. In the kitchen, for example, may be seen a musket and powder bag hung over the brick fireplace around which are grouped all the para-

phernalia necessary for cooking in those early days. In the middle of the kitchen stands a severe wooden table set with wooden bowls, while through the doorway of the next room can be seen a spinning wheel and hand loom.

The contrast between spinning and weaving in the home of 1650, and the vast mills humming just outside the house, adds point and piquancy to Massachusetts' 300 years of progress.

The Pequot Mills use the house with considerable restraint as a means of talking about their products. Pequot sheets have been used on the beds in this "old" house and the chests of drawers have been filled with Pequot sheets and pillow cases. These fit in very well with the atmosphere of the house and when feminine visitors remark on the attractiveness of the Pequot products, their questions are answered, and they are given a small folder with a sample of Pequot fabric.

It is intended to maintain the house permanently, and it has been built as sturdily as the original 300-year-old home.

Lawrence Field, for the last several years with the Manz Corporation, Chicago, has joined The Aldus Printers, Inc., New York.

Just a Cull for One Industry But Essential to Another



A LREADY the competition in citrus fruit canning has assured newly increased revenues to growers this winter. Skin-blemished fruit is waste in the fresh-fruit market; but to the canner it is a perfect product—as it is to the consumer also.

As early as July contracts were made on potential percentages of the crop suitable for canning or juice-making. For the first time there is a market which assures a wasteless 20-000,000 box crop. It will add greatly to 1930-1931 income.

And "Florida's Foremost Newspaper" offers the most widespread and concentrated contact possible with this multi-million citrus buying power.

The Florida Times-Union
JACKSONVILLE FLA.

Represented Nationally by REYNOLDS-FITZGERALD, Inc.
New York . . . Chicago . . . Philadelphia . . . Los Angeles . . . San Francisco
Member of the 100,000 Group of American Cities

NOT IN THE RED!

With New York newspapers almost a million lines behind in Clothing lineage for the first half of this year, The News is almost 130,000 lines ahead in this classification + + We suspect that News advertisers must be doing business with News readers—or they wouldn't be doing so much business with us + + And there is nothing, as far as we are concerned, to stop you from doing more business with News readers, too. Investigate!



THE NEWS

NEW YORK'S PICTURE NEWSPAPER

220 EAST FORTY-SECOND STREET, NEW YORK

Kohl Building, San Francisco + Tribune Tower, Chicago

NEWS

BKLN. TIMES

TELEGRAM

SIX MONTHS records of Clothing lineage in New York City

Compiled from the Advertising Record Company figures for New York.

GAINS

NEWS . . .	129,171
Bklyn. Times . . .	48,163
Telegram . . .	21,773

LOSSES

World (E) . . .	31,509
Bklyn. Eagle . . .	30,500
Post . . .	26,860
Bklyn. Eagle . . .	26,084
American . . .	25,073
Times . . .	24,310
Globe . . .	24,403
World (M) . . .	105,187
Journal . . .	186,561
World Telegram . . .	100,000
Times . . .	25,177

IN SEATTLE--

246,747 Consumers Daily
390,375 Consumers Sunday

HAVE THE "POST-INTELLIGENCER HABIT"

Over 75 per cent of the Post-Intelligencer's circulation is effective in family groups — homes where reading the Post-Intelligencer has become a fixed and regular habit. *Your message in the Post-Intelligencer reaches the conscious attention of an average of 3,312 individuals per family.* All consumers. * * * The Knight Market Study, gathering these personal-testimony facts, spotlight a tremendous potential market for you!

Individual reports on specific Seattle market problems may be had, without obligation, through these Post-Intelligencer representatives:

W. W. Chew, 285 Madison Avenue, New York City.

J. D. Galbraith, 612 Hearst Bldg., Chicago.

A. R. Bartlett, 3-129 General Motors Bldg., Detroit.

Slayton P. LaDue, 625 Hearst Bldg., San Francisco.

SEATTLE POST-INTELLIGENCER

A MILLION MODERNS IN THIS MARKET!

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Let the Salesman Sell

Don't Load Him Down with Other Duties

THE GOODYEAR TIRE & RUBBER
COMPANY, INC.
AKRON, OHIO

Editor of PRINTERS' INK:

I am wondering if you have any information showing what companies have gone to considerable length having their salesmen who contact with retailers make better all-round merchants out of these retailers.

I am under the impression that some manufacturers whose salesmen work on retailers in an effort to sell them their product have a very highly developed system for making these retailers better all-round merchants, improving their operating methods in sales effort, layout, displays, and also going into their accounting systems, their personnel, expense, prices, gross profit, and net profit. If you can refer us to any articles in PRINTERS' INK which cover this, or give us the names of any companies who are pursuing this policy and have it pretty well worked out, we would appreciate it very much.

N. M. BRATTY,
Manager,

General Efficiency Department.

AMONG the leading advertisers, training retailers to be better merchants is almost a customary procedure. The policies followed in this respect by many large manufacturers have been described in articles published in PRINTERS' INK and PRINTERS' INK MONTHLY. A list of these articles has been sent to The Goodyear Tire & Rubber Company, Inc.

There is one feature of this general policy, however, which observation leads us to believe has changed to a degree that calls for special comment. This feature centers around the channels through which the information is distributed from manufacturer to retailer.

As the letter from Goodyear indicates, it has been customary to call upon the sales force to shoulder the burden of keeping the retailer out of the red. A sizable group of manufacturers still follows this procedure. Their salesmen are expected not only to obtain orders, but they must also give first aid of every conceivable sort.

There seems, however, to be a trend away from this practice. Some companies appear to be act-

ing on the theory that a salesman has one big job—and that is to keep merchandise moving off the warehouse floor. This doesn't mean that these organizations are returning to the mode of thinking that characterized business years ago when a manufacturer sold an order to a retailer and then left the dealer entirely to his own devices. What it does mean is that, although these manufacturers believe just as strongly as ever in the importance of helping the retailer to sell at a profit the merchandise he buys from them, they have come to the conclusion that the bulk of this work should not fall to the sales force.

For one, the sales promotion department is taking over a good part of this activity. It is true that the salesmen are expected to cooperate with the sales promotion department—in fact, it is essential that they do so. But they are relieved, at the same time, of a great part of the actual work which formerly they had to do.

In other organizations, special men are employed for this work. These men operate under various official insignia but essentially their task is the same—to relieve the sales force of the burden of educating the retailer.

The essence of the new idea is found in the thought that most salesmen are not properly constituted to carry on these educational activities. The selling mind—just like the mathematical or the legal mind—is a distinct type. The successful salesman—because he possesses the selling mind—functions at top speed when he is actually angling for an order. Everything else is a side issue and although he may try conscientiously to perform these other tasks it is almost humanly impossible for him to handle them adequately.

As a consequence, a number of manufacturers are playing the salesman's best bet—his selling ability—for all it is worth. They are taking away from him, one by one, all of the tasks that take time

away from strictly selling work. They are arranging matters so that their salesmen will do little besides sell and these other activities are being assigned to other departments.

It would seem as though there is much to commend this new policy, especially with business in its present condition. When orders are hard to get, Mr. Salesman—correctly or not—wants more than ever to concentrate all his time on selling. Since that is the best thing he does—otherwise he would not be a salesman—why not let him sell and put dealer educational work in other hands, where perhaps it more properly belongs?—[Ed. PRINTERS' INK.]

Pioneer Magazine Space Salesman Dies

Chauncey Theodore Lamb, who, as an early member of the sales staff of the Curtis Publishing Company, won recognition as an important factor in the development of magazine advertising, died at Great Falls, Mont., last week.

He began his advertising career in February, 1899, when he became associated with the late Thomas Balmer, then Western manager of the Curtis Publishing Company and an outstanding figure in advertising. His duties were the sale of space for *The Saturday Evening Post* exclusively, then an eight-page publication which was just beginning to show evidences of its great growth as a national advertising medium. He was the first to be given this work in the Middle West and he held leadership in the field until his retirement in 1913.

His activities came at the time of the expansion of the automobile industry, and he counted among his contacts nearly all the manufacturers in the Middle West. He hammered away at his idea of consistent use of large space and many of the full-page and double-spread advertisements of those days were the fruits of his efforts. He also devoted some time to other lines and he was active in the campaigns for Pillsbury's flour, Ivory soap and others.

Mr. Lamb achieved a place as an advertising pioneer despite the fact that he never held an executive position. His ability as a salesman was considered too valuable to suffer the encumbrance of executive responsibilities.

"His great persistence, born of unbounded confidence in his medium's capacity for results, was the keynote of his success," says Charles E. Raymond, who, as head of the Chicago office of the J. Walter Thompson Company, Inc., from its establishment until 1918, had frequent contact with Mr. Lamb. "When turned down by a prospective advertiser, he never hesitated to go back again and again with some new thought. When he got on an advertiser's trail he stayed with him until he got results. Import-

tant also was his keen advertising vision and his thorough understanding of the merchandising situation of the time."

Soon after joining the Curtis company, he was offered an opportunity to buy stock in the growing concern. As the result of an early developed habit of thrift, he had a considerable sum at his command and was able to take a substantial interest, which he retained until his death.

After leaving Curtis, he spent some time in Europe, following which he established, with his brother-in-law, the Warren-Lamb Lumber Company at Rapid City, S. D. While he always maintained an active interest in this business, he spent much time in travel with his family. His residence was at Hinsdale, Ill., and he was on a trip West when death came suddenly. He was sixty-one years old.

To Direct Loreco Advertising

William Polje, at one time director of research and marketing counselor of the General Outdoor Advertising Company, Inc., has been appointed manager of sales promotion and advertising of the Louisiana Oil Refining Corporation, Shreveport, La. He was also formerly sales developing and advertising manager of the Tide Water Oil Sales Corporation, New York, and, at one time, was consulting merchandising analyst of the Rogers-Gano Advertising Agency, Inc., of Illinois, Chicago.

G. V. Weston with United Advertising Corporation

Gerritt V. Weston has become a member of the sales staff of the United Advertising Corporation, Newark, N. J. He has been executive secretary of the Associated Outdoor Advertisers of New Jersey and, for a number of years was with the General Outdoor Advertising Company, of which he was sales promotion manager.

Buffalo "News" to Operate Radio Station

The Buffalo *Evening News* is preparing to begin operation of its own radio station, to be known as WBEN. The newspaper will use the wave length formerly allotted to Station WMAK. Operation of the new station will commence about September 1.

Death of Richard Storrs Colton

Richard Storrs Colton, treasurer for many years of the Wendell P. Colton Company, New York advertising agency, died last week at New York. He was fifty-eight years old at the time of his death.

J. C. Weed, Advertising Manager, "Masonic News"

J. C. Weed, formerly business manager of *The Detroitier*, Detroit, has been appointed advertising manager of the *Masonic News*, of Detroit.

The Horse I Picked Chased All the Others ◀ ◀ ◀ Home ▶ ▶ ▶

DOWN across the border where they painlessly separate you from whatever money you have, there's a place called Agua Caliente. Which translated anyway you choose means "hot water." The lad who weaves back into California from this land of the expensive and home of spavined race horses without getting into some of the above, either drinks his ginger ale straight or goes to the track to see the pretty women. Yes, I know, some people do clean up but they're the ones who have sense enough to lay off the long shots and play the favorites. @ @ @ It's the same song in advertising, Earle, play your parlays on the favorite's nose and you'll click every time. For instance, the advertising rail birds placed more bets on The Examiner in national radio, tobacco, toilet requisites, jewelry and a stable full of others, than in any other Los Angeles paper during the first six races of the year. After all, it's natural for the largest morning and Sunday circulation, going to the modern high buying-power element, to be the favorite by long odds in this fourth market.

LOS ANGELES EXAMINER
PUT YOUR MESSAGE BEFORE THE MODERNS

The One Essential That Brings Success

And Once the Essential Is Located It Then Is Necessary to Develop It to a Successful Conclusion

MR. ROWELL was to return from his summer home in New Hampshire. His city house was closed and under the protection of a detective agency.

I received a letter instructing me to get the keys, air the house, and purchase a few items necessary to immediate comfort. I went to the detective agency and found them unwilling to recognize my authority.

I wrote Mr. Rowell a long letter of explanation, giving full details, but got no response until the day set for his arrival. Then I received a telegram: "Shall arrive at six-thirty expect my orders carried out."

Just ten words but it was enough. I went to that detective agency a second time, and got the keys.

When Mr. Rowell and his family arrived, I was sitting on the front stoop. He was two hours late and I had not had dinner. "I see you got the house open, Frank. I thought you would. Thank you very much. Good night," was all he said.

The next day he sat down, busy as he was, and gave me a good talking to. "When one is in the right there is always a means of doing the right thing. Had you realized this, you would not have thought it necessary to write me that long letter, which, by the way,

This is the ninth of a group of sixteen articles relating to George P. Rowell, the old-time advertising agent. The articles are appearing in consecutive issues. They were written by an advertising man whom Mr. Rowell employed as a boy.

was very well written, but not at all convincing. I felt you had not made yourself convincing to the detective agency hence my telegram.

"When you felt your own strength and were determined, you succeeded. You will find it so all through your business life. You must have confidence in yourself to convince others.

"You will notice we emphasize this in all our advertising arguments. Self-confidence is the one essential to success. People respect you for it. How would you have felt had that house not been open for me?

"I have seen too many business men go down in failure for the want of

confidence in what they knew to be right. So often they fail for not pushing the one point that would bring success. You pushed that one point in your second visit to the detective agency. I am glad you succeeded.

"Please take this bill to pay for your supper. I hope the experience will be remembered to your profit."

Once more I was made happy. Once more I had received valuable advice.

H. K. Randall Joins Evans Associates

Harry K. Randall, until recently advertising manager of Silver-Marshall, Inc., Chicago radio manufacturer, has joined the staff of Evans Associates, Inc., advertising agency of that city. He is succeeded as advertising manager of Silver-Marshall by Burton Browne, recently in charge of sales promotion for that company.

EVERY man who ever made a success out of his career in business at some time made the important discovery that the big money is made by the man who answers questions, not the one who asks them.

That seems to be a most difficult lesson to learn. Many never learn it. They form the habit of asking questions before making a move and the habit sticks.

George P. Rowell apparently saw that this young protégé of his was falling into this common error. He corrected him in a way that left a life-time impression.

How much closer to

100%

City Coverage

can a 10-cent newspaper come?

In San Francisco are 148,105 families. Some can't read English. Some can't afford 10c. for a Sunday newspaper. The rest, apparently, buy the Examiner, for 141,791 are sold within the city limits every Sunday . . . Think how near *that* is to 100%.

And in "Greater San Francisco," with a 50-mile radius and 1,567,998 official population, the Sunday Examiner offers relatively an even more remarkable coverage, 69%—about 7 families out of every 10!

Well-weighted advertising dollars here do yeoman duty.

**San Francisco
EXAMINER**

25 PAGES OVER

• **T**HE October 1930 issue of True Story contains 100 pages of advertising, an increase of 25 pages over last October! » One hundred pages of advertising is a mark exceeded by only a few of the other women's publications.

Here is some advance data on this record breaking October 1930 issue of True Story.

23—Food Advertisers (5 last October) . . .	
15—Housekeeper's Supplies Advertisers (7 last October) . . .	
88—Drug and Toilet Goods Advertisers (84 last October) . . .	
268—Advertisers in all Classifications (263 last October) . . .	
Totaling 100 Pages of Advertising (75 last year)	
43% Increase in Advertising Revenue	
32% Increase in Advertising Lineage.	

NOTE THIS TABULATION AND FILL IN

R LAST OCTOBER!

The following tabulation of advertising pages for October for the past three years indicates the growth and relative standing of True Story. Data is not available at this time on the other publications for October, 1930.

Magazines	Oct. 1927	Oct. 1928	Oct. 1929	Oct. 1930
TRUE STORY - -	64	77	75	100
DELINEATOR - -	65	71	58	?
GOOD HOUSEKEEPING	201	220	221	?
LADIES' HOME JOURNAL - -	147	159	163	?
McCALL'S - -	74	80	88	?
PICTORIAL REVIEW	76	68	72	?
WOMAN'S HOME COMPANION - -	98	107	101	?

THE OTHER DATA AS YOU RECEIVE IT

PATRONS ARE REQUESTED TO FAVOR THE COMPANY BY CRITICISM AND SUGGESTION CONCERNING ITS SERVICE.

CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable sign shown on preceding the address.

WESTERN UNION

REGISTERED TELETYPE SERVICE

A. C. WILSON, PRESIDENT

SIGNS

DL	= Day Letter
NLT	= Night Letter
NL	= Night Letter
LCO	= Deferred Cable
WLT	= Cable Letter
WLT	= Week-End Letter

Received at 8 East 36th Street, New York

50 AUG 4 PM 1 51

HA219 48=KIM CAIDEN NJ 4 130P

ROY DICKINSON=

PRINTERS INK=

THIS COMPANY HAS MADE NO WAGE OR SALARY CUTS AND IN OUR LARGE PRODUCTION PROGRAM FOR THE BALANCE OF THIS YEAR WE PROPOSE PAYING RATES EQUAL TO THOSE PAID LAST YEAR WE DO NOT BELIEVE THIS IS THE TIME TO ATTEMPT TO REDUCE THE INCOME OF WAGE EARNERS=

RCA VICTOR CO INC A WEILAND.

Mr. Weiland, vice-president in charge of production for a company which has just added 7,000 men to its payroll—a payroll which last year included 16,000 workers—sends a wire that hits straight from the shoulder

Wages and Prosperity

Newspaper Comment and Additional Statements from Manufacturers Following Last Week's Article

[The following wire was received late Tuesday morning. Ed.]

Roy Dickinson, *Printers' Ink Publishing Co., Inc.*

Under American conditions of production workmen produce more in a given unit of time than anywhere else in the world. He is therefore entitled to higher compensation judged from any standpoint.

Only through co-operation between workmen and management has present high efficiency standard been attained. To reduce wages at the present time would be to strike serious blow at mutual confidence existing between management and labor.

Solution of problem lies in adjustment of production to present consumption requirements which should be accomplished without reduction in wage scale but rather by

adoption of five-day week at present weekly wage scale as national business policy. When production requirements again assume normal proportions six-day week can be reinstated by adoption of staggered holiday with actual gain in efficiency by working each crew on five-day week schedule.

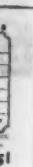
Carleton H. Palmer, *President, E. R. Squibb and Sons.*

• • •

THE article in *PRINTERS' INK* for July 31, called "Bigger Than Balance Sheets," aroused wide comment both in the news and editorial sections of newspapers and news periodicals, and received Floyd Gibbons' attention in his regular *Literary Digest* radio talk.

The three following editorials appeared immediately after the article's publication:

(Continued on page 53)



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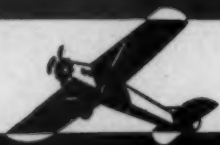
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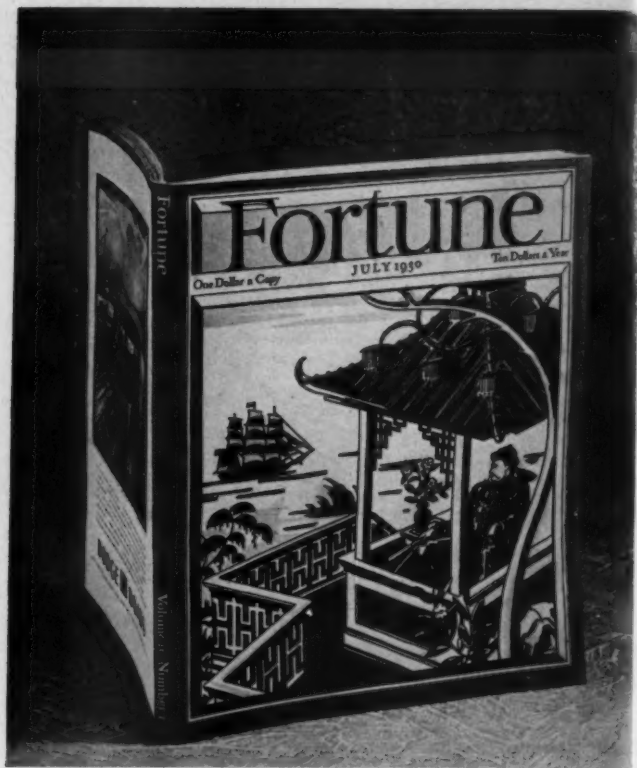
..THE RICHEST



GOLD COAST



IN THE WORLD



What is Fortune? Fortune is the one magazine that satisfactorily expresses the dominant interest in the lives of "those whose stake in industry is greatest." Fortune takes this Industrial Civilization and shows it as the most exciting chase after riches in the history of mankind. Fortune goes behind the scenes and from mine and mill, factory and ranch, brings to its readers stories as exciting as anything fiction can produce . . . Fortune goes even further, touching *all* the interests of People of Importance. Fortune deals with their sports, their yachts, their philanthropies, their artistic interests . . . And Fortune does all this with a luxuriousness that justifies its price of \$10.



WRAPPED UP FOR DELIVERY— THE RICHEST GOLD COAST IN THE WORLD


There are 42,000 Americans who, according to 1929 income-tax statistics, receive incomes of \$50,000 or more.


They make up America's Gold Coast. And they, obviously, are the choice prospects of the luxury advertiser—they are the people, and the *only* people, who can buy very many pipe organs, yachts, flawless jewels, fine cars, sport planes, museum objects, pieces of pedigreed furniture, etc.

Put a list of these Influential Persons alongside the subscription list of FORTUNE and you'll find a close parallel! FORTUNE is the one magazine that has succeeded in wrapping this Gold Coast up in one convenient and economical package.

FORTUNE has reached more of the luxury class, and reached them quicker, than any other magazine ever published. FORTUNE not only has reached them and been read by them, but it has created an unprecedented *excitement* on the Gold Coast.

Before the third issue of FORTUNE appeared, the Gold Coast had paid \$300,000 for subscriptions to FORTUNE. Hundreds of unsolicited subscriptions, at \$10 each, are still coming in each month. On the morning of publication of a recent issue, partners in two of the world's greatest private banking houses telephoned FORTUNE to complain that fellow-partners had received their copies of FORTUNE, but . . . "Where is mine?" From FORTUNE'S first appearance, changes of address from





office to home (in many cases from office to yacht) have been received from Gold Coasters who didn't want to miss a single issue . . . And now, the advertising department of FORTUNE announces a guarantee of 40,000 net paid average for 1931!

In the annals of publishing, there has never been shown such acceptance and excitement by important people. In the annals of publishing, there has never been a magazine that reached so many of the wealthy class, and that was greeted by them with the attitude that shrewd advertisers recognize as one of susceptibility to good advertising.

FORTUNE should be medium Number One on the list of the large luxury advertiser. FORTUNE should be the backbone of the campaign of the medium-size luxury advertiser. FORTUNE should be the entire list of the small luxury advertiser.

. . .

If you want to know more about FORTUNE as the Super-Class Medium, let us send you a copy of "Excitement on the Gold Coast." Simply mail this coupon to F. D. Duke, Advertising Manager, FORTUNE, 205 East 42nd Street, New York City.


FORTUNE

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Firm _____

Business Address _____

or Home Address _____



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High Wages with Falling Prices

(From the *New York World*,
August 1)

Falling prices, slackened production, part time and unemployment—all these, say one group of employers, are influences tending to reduce the cost of labor, and eventually wages must come down. Wages, they say, are the last thing to change, but change they must before the readjustment can be completed and the ground be prepared for a new start. A decade ago such opinions would have gone unchallenged among employers; today among captains of industry they meet with little sympathy. This is well attested by telegrams from a number of industrial leaders in response to an inquiry as to their wage policy.

The answers have been compiled in an article by Roy Dickinson, published in the current number of *PRINTERS' INK*. In general they reveal strong opposition to wage cuts, and several of the industrialists stipulate that their references to wages include salaries as well. The views of President Palmer of Cluett, Peabody & Co. are typical of the group. In his opinion a general reduction of salaries and wages would "tend to bring about the very conditions we are all striving to avoid. Prosperity and high standards of living in this country are largely the result of good wages."

It is true that there have been a few scattered instances of wage reductions in recent months, notably in the copper and textile industries, but so far these are exceptional, and in some cases have come automatically as the result of a previous sliding-scale agreement whereby wages vary with the prices received for the product. There is no concerted drive as yet for "deflating labor," such as occurred in 1921-22, but rather a desire to sustain buying power as a means of speeding the return of business to normal. Employers, as Mr. Dickinson well says, have become imbued with "a new spirit," and it is not philanthropy but an intelligent perception of their own best

interests which has brought about this great change.

* * *

Keeping Wages Up

(From the *Milwaukee Journal*,
August 2)

Ten years ago, says Roy Dickinson in *PRINTERS' INK*, "as a member of President Harding's committee on unemployment, I could get only one other of the fifty members to sign a minority report with me against wage reductions—Samuel Gompers." But now Mr. Dickinson publishes the replies of twelve industrial leaders to his question, all of whom, from J. A. Farrell, president of United States Steel, on, say that reduction of wages is not a remedy for business depression.

Ten years ago the old idea prevailed. Industry was to complete deflation by reducing wages. Uncomfortable thought, troublesome process, to be accompanied doubtless by many strikes! But the only thing leaders could think of. Few then gave the answer that you don't restore prosperity by agreeing to a lower plane of living. But prosperity returned without much cutting of industrial wages. And now the spirit has changed. The only worth-while prosperity, it appears today, is that in which the majority have something to buy with. A movement to reduce wages isn't a way to restore good times; it is merely an acceptance of poorer times as a standard.

To many men, out of work for months, ready through necessity to accept lower wages, this must seem a beautiful dream and nothing else. What, keep wages up and only a part of the people employed? They know that occasional labor, seasonal labor, thousands and thousands who have not regular jobs, are being paid less this year. Nobody likes it, but it is a very small fraction of people who can go without working very long.

Yet the industrial leaders who speak against lowering wage standards are right. If there is to be any constructive work to relieve unemployment, it must go upon the principle that employment must be

found at wage levels that do not represent a yielding of the American standard of living. The cost of living is not notably lower; to decrease wages would be setting a lower living standard. And that is not so much better than deciding that there shall be good jobs for 80 or 90 per cent—charity for the rest.

Industrial leaders are not Quixotic and dreamers when they answer that wages must not come down. Their lesson has been that good wages mean the highest scale of profits ever known. It has not been a wholly sound prosperity, for it has not included all classes of American workers. But it is no way to a sounder prosperity to propose that the return to the worker shall be definitely set at a lower level.

* * *

Wages and Prosperity

(From the New York Telegram, August 1)

More than a score of important industrial leaders are determined to maintain the current level of wages in their concerns despite present business conditions, a survey made in *PRINTERS' INK*, national advertising weekly, reveals.

This is of great importance to every person in the United States. It is evidence that the new industrial era which was ushered in after the World War is not passing on.

That the prosperity this country has enjoyed during the past decade was due in large measure to the high standard of living which prevailed is little questioned. When the workers earned more they spent more. The money spent went back to the tills of the manufacturers, the wholesalers, and the retailers, only to be turned loose again in wages and for materials.

The prevailing wage level could easily be maintained so long as business was good, but many argued that the first sign of a slump would bring about a change in the entire economic structure.

But the test has come, and it is beginning to look very much as though it had been met. The purchasing power of wages probably

is at the highest point in history, with the possible exception of the war period.

Behind the new order of things industrially is an enlightened psychology on the part of capital. No longer is it the policy to pay the worker as little as possible for his efforts. By mass production and by economies in manufacture capital has found that it can take up the slack formerly shouldered upon employees in the form of wage cuts. This is not altruism. It is not socialism. It is good business.

* * *

The Chicago *American* published news of the article and its conclusions and also secured statements from Chicago business executives:

J. L. Block, vice-president, The Inland Steel Company:

"Nothing would make the business situation worse than a reduction in wages. We are not contemplating any wage cuts."

C. W. Berquist, superintendent of public relations, Western Electric Company:

"No wage reductions are contemplated at the Hawthorne Works of the Western Electric Company."

* * *

In addition to the statements from big employers of labor in last week's article, the following wires, together with the wire that heads this article, had been received by *PRINTERS' INK*, up to the time of going to press with this issue, in response to a wire sent to a second group of employers:

HOWARD HEINZ

President

H. J. Heinz Company

"In this enlightened age when it is recognized that production is dependent upon consuming power it is my judgment that large manufacturers and producers will maintain wages and salaries as being the far sighted and in the end the most constructive thing to do."

There is a wire which affects the future buying power of more than 10,000 people. Taken in connection with the statement from J. A. Farrell, president of the

"Not one,
but a
galaxy
of stars"



by Joseph V. Connolly,

General Manager of King Features Syndicate

"Some newspapers feel that they are giving their readers their money's worth when they have one or two star features. That's certainly not the policy of the New York American. The progressive editors of this newspaper realize that their sheet is being read by more than a quarter of a million daily readers and more than a million Sunday readers which means that practically every requirement in the way of newspaper entertainment must be satisfied. These modern American readers demand not one, but a galaxy of star features. And satisfy them we do with a variety of New York American features which are the best that can be had today—Brisbane, McManus, Crosby, Ripley, Forbes, Cook, De Beck, Dr. Copeland, Winifred Black and many others—all stars in their own right."

THE

NEW YORK AMERICAN

PUT YOUR MESSAGE BEFORE THE MODERNS

United States Steel Corporation, Pittsburgh becomes a far better place for retailers and other manufacturers to do business than if these two big industrial leaders there had decided to cut the purchasing power of 210,000 people.

I think even the most pessimistic economist will admit that.

* * *

WILLIAM WRIGLEY, JR.

Chairman

The Wm. Wrigley, Jr., Company

"The Wrigley Company will not reduce present wage scale. Our business is better than last year but would not reduce wages if it were not."

Mr. Wrigley's wire, pertinent and to the point, adds another to the list of executives who believe wages mean purchasing power.

* * *

CHARLES C. SMALL

President

American Ice Company

"Referring your message August 1st, our company has no intention of reducing wages or salaries. No reason for doing so and believe in good wages to aid purchasing power."

Mr. Small's message, which applies specifically to the purchasing power of the 4,500 employees who work under his direction, is further notice to other manufacturers and retailers that money is still available to buy what they make and sell.

* * *

GEORGE W. HILL

President

American Tobacco Company

"What America needs is that Americans should put their shoulders to the wheel, attend to their business and move forward with the same confidence in America's future and development that we have always had. The total cigarette increase for the United States for the first six months amounted to eight hundred ninety-six million cigarettes. The increase in actual sales of Lucky Strike Cigarettes was greater than two billion nine

hundred fifty-six million. Good merchandise, strictly attending to our own business, confidence in our product and large intelligent expenditures in the public press secured this result for us. We have added factories and equipment this year. We are employing more men this year than ever before. Our employment will be constant. Of course, we are making more money than ever before. One cannot increase one's volume without securing the commensurate return."

While Mr. Hill does not refer specifically to wages, the fact that his wire was sent in response to an inquiry on the subject, the fact that he is employing more men than ever before, and that business is good, intimates strongly that he, too, joins the other industrial leaders in a policy of no wage reductions now.

* * *

A reduction of only \$3 a week per man in the wages of a group of employees doesn't sound so important at first glance. But consider it in the light of the stirring statement by J. A. Farrell, president of the United States Steel Corporation, in last week's issue of *PRINTERS' INK*, that he was against wage cuts. The United States Steel Corporation in 1929 employed 237,000 men. In 1928, 226,028 employees secured their living from this company. With 200,000 as a convenient figure, a reduction of only \$3 a week would mean \$2,400,000 less money each month spent for food, clothing and other essentials, or almost \$29,000,000 a year less money going out across retail counters in one section of the country.

The makers of merchandise and the men who write advertisements to sell it, may get a picture of the importance of these messages against wage cuts now running in *PRINTERS' INK* from that one figure alone.

We continue to feel that the combination of low stocks on retailers' shelves and a present continuance of high purchasing power means that shortages are in the making, that a business upturn is near at hand.

The Amazing Growth of CALIFORNIA

California, with a population of 5,642,282 now ranks 6th among the States, having climbed from 21st place in 1900. Its increase during the past 10 years amounts to 2,215,421 or over 64%.

More than 70% of the State's 10-year gain was contributed by the 8 southern counties, thereby bringing about a complete shift in the State's population-center. 52% of the inhabitants now live in the 8 southern counties; 48% in the 50 counties to the north.

The State's major trading area is the great Los Angeles market, which includes Los Angeles County, with its 2,199,657 inhabitants, and a portion of three other counties served with Los Angeles trolley lines—total population in excess of 2,500,000.

The nucleus of this market is the city of Los Angeles, 5th in the United States, with a population of 1,231,830. Los Angeles during the past decade gained more new inhabitants—655,175—than the total 1930 population of the next largest Pacific Coast city.

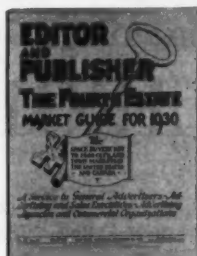
The outstanding newspaper in California's chief market is the Los Angeles Times. The Times has the largest morning circulation on the Coast, is delivered directly to homes everywhere throughout the Los Angeles trading area, and exceeds all other Coast newspapers in volume of news and advertising.

Los Angeles Times

Eastern Representative: Williams, Lawrence & Greener Co., 360 N. Michigan Blvd., Chicago. 285 Madison Ave., New York. *Pacific Coast Representative:* R. J. Bidwell Company, 742 Market St., San Francisco. White Henry Stuart Bldg., Seattle.



Sales Management's "Markets and Media Reference Number." Issued Sept. 21, 1929



Editor & Publisher's "Market Guide For 1930." Issued November, 1929



100,000 Group's "All American Market"

Walter T. Population tribu

IN THESE BOOKS



International Magazine Corp's "The Cosmopolitan Market"



International Magazine Corp's "The Local Strength of Magazine Advertising"



U. S. Department of Commerce's "Atlas of Wholesale Grocery Territories"

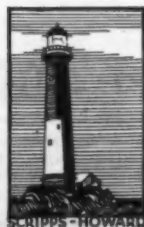
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Population and Its Dis-
tribution"



J. Walter Thompson Co.'s
"Retail Shopping Areas"



Standard Rate and Data Ser-
vice's "Cleveland" section.
any issue

BOOKS AMPLE PROOF

*of the small and compact character
of the TRUE Cleveland Market!*

These nine volumes contain references and, in many instances maps which confirm the fact that the *True Cleveland Market* is small and compact, 35 miles in radius, more than a million-and-a-half in population.

Department of
Atlas of Wa
very Territo

Here in this TRUE Cleveland Market, the Press distributes 94.1% of its total circulation—concentrated among readers who are logical prospects for merchandise on sale in Cleveland's stores.

Delivering to advertisers a saturating coverage which is equaled by few American newspapers. The Press is Cleveland's *first Advertising Buy*—for any product, always.

The Cleveland Press

SCRIPPS-HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD
NEWSPAPERS . . . 230 PARK AVENUE, NEW YORK CITY

CHICAGO · SAN FRANCISCO · LOS ANGELES · DALLAS
DETROIT · PHILADELPHIA · BUFFALO · ATLANTA

Leading the Field!

—on lineage of agricultural implements and machinery [January to July inclusive].

—a very significant lineage classification in the national farm^{er's} field.



Capper's Farmer

ARTHUR CAPPER, Publisher
Topeka, Kansas

Where Are the Real Bone-Heads?

Real Wearers of Mother Hubbards Are Some Non-Advertising Manufacturers, This Advertising Agent Thinks

By C. C. Younggreen

President, Dunham-Younggreen-Lesan Company, Inc.

IN a current series of articles,* PRINTERS' INK is having a great deal to say about how business is being held back by what is called "bone-headed buying" and "Old Mother Hubbard merchandising" on the part of retailers. PRINTERS' INK concludes, and correctly, that many retail stocks have been allowed to run down to such an extent that many dealers are literally driving sales away; they do not have things people would be glad to buy and actually try to buy.

But it seems to me, as an advertising practitioner, that Roy Dickinson, who writes the articles, is placing the blame for this condition where it does not belong; at least he should divide it. The non-advertising manufacturers are the ones who have fallen down on the merchandising job in this year of need. And the queer actions of the retailers, in their present abuse of the already overworked principle of hand-to-mouth buying, are largely a reflection of erroneous ideas they have got from the producers.

One would be foolish of course to attempt to minimize or defend the costly mistake many dealers are now making. But haven't they been making serious errors all along? The problem of inducing stores to have properly balanced stocks has given producers and distributors gray hairs long before their time and mine.

No manufacturer who really knows his business has ever depended wholly upon the resourcefulness, ability and advertising sense of the retailer; he realizes that the average store owner is sadly lacking in these qualities and probably always will be. The mo-

tive power for the proper merchandising of any commodity or line of commodities has got to be generated by the man who made them. It is up to him to see that they are properly and sufficiently stocked and displayed in the store and that consumer willingness to buy them is created. This was, is and ever shall be. It has been true in times of feast and famine; the producer has always had to be the advertiser, the thinker, the pusher, the inspirer.

If all this has been necessary in past years, it would seem that in this year of 1930 the producer should take on even a heavier share of the white man's burden looking toward the building of a selling volume as large as it can possibly be made under the circumstances. But has he done this? Even a cursory glance through the advertising sections of almost any medium will supply the answer. He hasn't; generally speaking—and, bearing in mind the ever-present exceptions—he has done less.

Down to Earth

When the stock crash last fall accentuated the effects of the cyclical depression that was due anyway and brought a lot of people down from their fool's paradise it seemed, from the actions of a great number of manufacturers, that the crack of doom had arrived. Some who had been riding along on a wave of prosperity that was largely artificial got scared stiff. Hollering before they were hurt and looking for trouble in advance of its arrival, they concluded that a buyer's strike was inevitable.

Reasoning thus, if it can be called reasoning, they radically and apparently blindly cut down their production. They cancelled their advertising, or at any rate went into 1930 on a greatly abbreviated pattern.

Last November, for example, a

*"Picayune Purchasing—Bone-Headed Buying," June 19; "Old Mother Hubbard Merchandising," July 3; "But When She Got There," July 17; "Old Mother Hubbard's Dog," July 24, and "Santa Claus Buying," July 31.

certain great manufacturing organization called a halt on the advertising program that had been planned and okayed for the coming year. Just on a basis of fear and nothing else the order was given to cut down the outlay by 25 per cent. The organization had, and still has, plenty of money and could have paid for the advertising, as originally planned, without feeling it. But the sails had to be taken in; maybe a storm was coming.

After this sort of thing had gone on for a while—and I could fill this page with a solid 6-point list of organizations following the same mistaken policy—the people of the country got the idea that something must be rather seriously wrong. And then they did pull in on their buying just as the producer feared or thought they would. The impetus of past advertising is not going to go on forever; the consumer is fickle, as every advertiser knows or should know, and has to be courted steadily in order that he may not stray. This is true regardless of the worth and standing of the product.

Plenty of Fast Company

Naturally enough the retailer ran for cover also; he always does and always will. But, in this case, he had plenty of fast company. The producers—the ones upon whom, rightfully or no, devolves the larger part of the work in getting goods into the hands of the consumer—had done a spectacular job of running before the retailer even got started.

And now we have the incongruous spectacle of a lengthy list of manufacturers showing, by precept and example, that they are essentially and primarily makers rather than sellers of merchandise; that, after all, they are not advertising-minded. The funny part about the thing is that, at the present juncture, they seemingly expect the dealer to be what they are not; they look for him to have the advertising mind and to stock the usual quantities of merchandise which they are afraid to produce in normal volume and the sale of which to the consumer they are

pushing indifferently, if at all.

The dealer, in his present Mother Hubbard buying policy is simply following those manufacturers who are pursuing a Mother Hubbard production and selling policy.

Considering the examples set before the retailer by some—not all, happily—of the producers who sell him goods, the wonder is that he has reached even his present stage of achievement. For the last thirty years, certain short-sighted manufacturers have consistently fought every economic advance in merchandising that would seem to put upon them any of the functions of the seller. They wanted to produce goods and dump them on to the jobber for distribution—something like the operating plan followed by the farmer. Producers and not sellers. This is a radical statement, but it is true and I know what I am talking about. At each successive development which forced the producer to become more and more a seller, the land was filled with lamentations, just as it is now, from manufacturers who wished that the jobber and the retailer would behave themselves and play the game.

We can all remember, for instance, the doleful chorus that went up when the small-order idea began to take such a firm hold five or six years ago. In the merchandising reconstruction days following the war, dealers found that they could get along very nicely by purchasing their merchandise in smaller quantities; it was a buyer's market, manufacturers had overproduced and there were ample stocks upon which to draw. The dealers went too far with the idea just as they had previously gone too far in overstocking—being aided and abetted in the latter practice, truth to tell, by overly energetic selling by manufacturers and jobbers. The thing quickly got to a place where the wholesaler also was forced to buy in smaller quantities and probably he, too, overdid his apparent opportunity to gain a more rapid turnover.

And then a certain element among the manufacturers began to complain. Somebody had to carry reserve warehouse stocks of goods,



PREFERRED

READERS' choice determines to a large degree an advertiser's selection of a newspaper.

Until the completion of the Emerson B. Knight consumer study of Cleveland readers' choice had to be predicated on the number of papers purchased rather than on an expression of opinion from the people.

Now, however, Knight certifies that Clevelanders prefer evening papers to a marked degree. 81.3 per cent of all regular newspaper readers read evening papers more thoroughly; 80.6 per cent for advertising information; 78.9 per cent for news and editorial content.

No wonder Media Records show that retailers are putting more and more of their advertising in the evening field. The papers that readers want are surely the papers you want your advertising to appear in.

THE CLEVELAND NEWS

GEO. A. McDEVITT CO., National Representatives

they declared, in order that current demands might be met. They argued, therefore, that the jobber was not fulfilling his function. Strangely enough, it did not occur to some of them that if the jobber would not or could not carry sufficient reserve stocks under the new set-up, they, themselves, would have to do it. Predictions of all sorts of complications and dangers were made as being the inevitable outcome if jobbers and retailers persisted in the small-order habit.

When the agitation was at its height, Melvin A. Traylor, president of the First National Bank of Chicago, gave PRINTERS' INK an interview* in which he stated that the growth of the small-order habit was not an indication of depression, as so many manufacturers imagined it to be, but was an economic development that came about naturally as the result of an application of more sane merchandising principles. He insisted it was a great contribution to the country's stable credit in that it produced steadier and more wholesome conditions—that it would reduce speculative production and buying.

Mr. Traylor's advice, given and found good five years ago, would be very beneficial if applied by certain manufacturers today. Instead of criticizing the retailer—which will do no good, however much the criticism may be merited—they should return at least to their former standard of forceful selling to the dealer and aggressive advertising to the consumer. They are deficient on both of these points right now.

Their quitting tactics created unrest and fear among retailers. If they will proceed in a way to show they have real confidence in their business and their trade names, the dealer's timidity and conservatism will begin to show a change for the better.

*Mr. Traylor's interview, of which Mr. Younggreen speaks, is in the July 23, 1925 issue of PRINTERS' INK.

New Office for Jahn & Ollier

The Jahn & Ollier Engraving Company, Chicago, has opened a sales and service office at Rockford, Ill. H. L. Swan is manager.

Restrained from Using Employee's Picture in Advertising

An order temporarily restraining the Wehr Company, tractor manufacturer, Cudahy, Wis., from distributing advertising literature which carries a picture of Vincent Rittmann, mechanic, has been issued in Milwaukee County Circuit court. Rittmann, a former employee of the Wehr company, maintains that at the time the pictures were taken, he did not expect them to be used on circulars distributed by the tractor firm.

Counsel for the company objected to granting the temporary order on the ground that the firm was in the midst of an advertising campaign and interference with the program would mean a loss in business. The picture in question shows Rittmann operating one of the company's tractors. A hearing will be held soon to determine whether the injunction will become permanent.

Will Resume Klau-Van Pietersom-Dunlap Name

Arrangements are under way for Klau-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee advertising agency, to resume the name of Klau-Van Pietersom-Dunlap, Inc., which was the name with which the business started twenty-four years ago.

The agency is now handling the advertising of Brookhill Farm, Geneseo, Wis., and has started a campaign of newspaper advertising and radio broadcasts to promote the sale of acidophilus milk.

J. A. Spooner with Viscose Company

John A. Spooner, formerly with F. U. Stearns & Company, and, before that, with the Century Beverly Corporation, Beverly, N. J., has joined the Viscose Company, New York, as merchandising director in charge of sales promotion, advertising and publicity. He succeeds Chester C. Bassett, Jr., resigned.

A. G. Winkler with "Oil Heat"

Arthur G. Winkler, formerly manager of the Building Materials Publishing Company, Chicago, has been appointed advertising manager of Oil Heat, New York.

Appoints Guenther-Bradford

The Edgewater Beach Hotel, Chicago, has appointed the Guenther-Bradford Company, Inc., advertising agency of that city, to direct its advertising in newspapers, magazines and business publications.

Forms Tower Advertising Agency

The Tower Advertising Agency has been formed at Cincinnati by Maurice A. Berman, formerly with The Marx-Flarsheim Company, of that city.

GOING UP—

CONSTRUCTION is being speeded up to keep pace with Phoenix's rapid growth—new hotels, office buildings, public buildings and countless new homes. Building permits have increased from \$316,911 in 1915 to \$5,248,674 in 1929—an increase of 1,556%.

Such a development could not be possible without the natural wealth that is the heritage of this great state of Arizona. Equally important is the youthful population whose modern ideas are giving to Phoenix an atmosphere found only in metropolitan centers.

Actually 81% of the heads of families in Phoenix and the suburban trade area are under 30 years of age.

From the standpoint of economy in advertising, one more point is worth considering. Adequate coverage of the prosperous and youthful Phoenix market is given through one medium—The Arizona Republican. 91% of the newspaper-reading families in the city and 85% in the outer trade area receive regularly The Republican.

Gratifying results are assured by adequately telling this wealthy and eager population about your product through

«THE» ARIZONA REPUBLICAN P H O E N I X

Williams, Lawrence &
Cresmer Co.
New York... 285 Madison Ave.
Chicago... 360 N. Michigan Ave.

K-TAR
INCREASINGLY
IMPORTANT IN
ARIZONA

M. C. Mogensen & Co., Inc.
San Francisco... 564 Market St.
Los Angeles... 433 S. Spring St.
Seattle... 603 Stewart St.
Portland... 69 Broadway




No depression in this Sales Report!

MORE PEOPLE are reading The Globe than ever before.

Cash receipts from circulation for the first 6 months of 1930 were *greater than for any other 6 months' period* in The Globe's history.

Five years of steady circulation growth:

Average for 12 months ending March 31	Daily Globe	Sunday Globe
1926	278,988	325,234
1927	279,718	328,111
1928	297,646	335,204
1929	303,732	342,749
1930	303,764	343,031



THE RATES to local and national advertisers have not increased during this time, and The Globe is a better advertising "buy" than ever before.

This has been realized by the manufacturers of automobiles and automotive equipment, comprising the largest classification of "National" advertising. In a year when advertising *must* produce results, they are using The Globe more than any other Boston paper.

Department stores do 50% of all retail advertising in Boston newspapers. The Globe, with a *gain* this year, continues to carry the burden of their messages, daily and Sunday. In the first 6 months of this year, with six dailies and four Sunday papers from which to choose, these great stores spent 38% of their entire newspaper advertising appropriation in The Globe ALONE.

The
BOSTON GLOBE



DON'T RISK YOUR MONEY ON THE "ALSO RANS"

THE TIMES-STAR has come under the wire "first in total advertising and in display advertising" in Cincinnati for the last twenty-two years.

Winning twenty-two consecutive times, and out-distancing competitors by thousands of lines is a reliable indication that The Times-Star yields the largest returns on advertising investments. Returns that are *most* gratifying when the advertiser places his dependence solely on the sales ability of The Times-Star.

THE CINCINNATI TIMES-STAR

"THE KEY TO THE CITY"

Eastern Representative:
MARTIN L. MARSH
60 E. 42nd St.
New York City, N. Y.



Western Representative:
KELLOGG M. PATTERSON
333 North Michigan Ave.
Chicago, Illinois

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Measuring Sales Potentials

II. Weaknesses in Present Practice

By L. D. H. Weld

Director of Research, The H. K. McCann Company

THE value of measuring sales possibilities was discussed in the first article.* That this value is recognized is proved by the fact that so many companies try in one way or another to find some yardstick with which they can measure the potential market for their products.

There is a great variety of methods in use. Some of them are crude, and some are based on careful statistical study. In order to point out the need for a more scientific approach to this problem, let us review some of the weaknesses that exist in common practice.

One of the commonest methods of establishing sales quotas is to add a flat percentage to the sales of the previous year. It was pointed out in the first article that this method is far from accurate for most commodities. In most cases, it really amounts to setting quotas without any reference to what the sales potentials are in different parts of the country.

There are probably some cases when past sales furnish a fairly good measure of future possibilities, as in the case of a company of long standing that has practically 100 per cent distribution, especially if such a company enjoys anything like a monopoly in its field. Even for such companies, a careful evaluation of the market might reveal unsuspected weak spots.

Even when the sales are "spotty," it is perfectly proper to take past sales into consideration in setting

standards for the future. This is so because ordinarily a branch house or a salesman can be expected to show no more than a reasonable increase in one year, whatever the ideal, long-time, potential may be. There have been cases



I like my Starbuck Cudler because it does a wonderful job of cooking, keeps my kitchen cool in hot weather, and serves sandwiches hot meals when I go on parties and make trips. It always works—never gives me trouble.

The STARBUCK SAFE CO., Toledo, Ohio.

The Number of Houses Wired for Electricity Furnishes a Basic Idea for the Sale of Electrical Household Appliances—But There Is No Such Handy Market Index for Most Products

where companies have established standards for weak territories which they have hoped to reach in from three to five years, but they have asked for no more than a reasonable increase from year to year.

One of the most glaring fallacies in market evaluation work during recent years has been due to the assumption that one single index may be used to measure the market for

*The first article in this series appeared last week. The instalments are being published in consecutive issues.

any and all commodities. Such an index may consist of one factor, as the circulation of a magazine or group of magazines, or it may consist of a number of factors grouped together.

It is perfectly obvious, when one stops to think, that no general index of buying power can be expected to measure the market for each individual article in different parts of the country. For example, magazine circulation would give no index of the market for snowshoes. No general index of buying power, consisting of a combination of incomes and a half dozen other factors could be expected to measure the market for oil burners.

In other words, there are climatic, racial, occupational, and other factors that seriously affect the sale of many commodities in different sections of the country. And yet it is surprising how many companies have tried to use one single, general index, to measure their markets!

General Market Index Is Often Useful

It is true that a general market index is useful in many ways, as will be pointed out in a future article. One of the most interesting indexes of this sort was recently compiled and is composed of a score or more of different factors. It includes such items as total population, urban population, rural population, total families, life insurance sales, passenger car registration, number of income tax returns, value of farm products, bank deposits, number of banks, etc.

This index was compiled by computing the percentages of population, income tax returns, and so on, in each State, and then finding a simple, unweighted average of these percentages. The result is a fairly accurate general buying power index by States which has been used with considerable success.

But just as good, and an even better one, could have been compiled from a small number of scientifically chosen factors, combined by giving each its proper weight.

Furthermore, the former index can be used only for whole States.

All the data are not available by counties, so that they cannot be compiled for the sales territories or trading areas that an individual manufacturer may be using. A separate index, made up of a smaller number of factors, has been computed in a similar way by trading areas. Happily, the sponsors of this index do not claim that it can be used for any and all commodities.

Another method of compiling a general market index is that used by at least one group of manufacturers, who pool their sales figures. The percentage of the aggregate sales is then computed by States. The companies in this group are not competitors; that is, they make entirely dissimilar products. They are all large companies, however, with national distributions. Such a combination of sales figures undoubtedly furnishes an ideal general index of purchasing power. An individual member of the group would find this index useful because he could determine whether the increases and decreases in his own sales in different parts of the country are in line with the combined sales of the group.

It would seem hardly safe, however, to use the combined sales as a measure of the potential market for any individual member of the group. Surely, such an index could not be used to measure the markets for any and all commodities, any more than can any other general index. Furthermore, since the figures are on a State basis, they cannot very well be compiled for sales divisions or trading areas, unless they happen to follow State lines.

In this connection, it may be pointed out that the total sales of a group of competing manufacturers, who are marketing identical or similar products, would furnish a valuable measure of the potential market for any one manufacturer in the group. It would be safe to assume, in this case, that all parts of the country had been cultivated equally well. There are very few cases where such figures exist, however.

The general buying power index compiled by another organization

Something has happened in Pittsburgh

Radio advertisers find the Sun-Telegraph their most satisfactory medium for reaching the wealthy Pittsburgh Market. For the first six months of 1930 the Sun-Telegraph with 123,256 lines published more radio advertising than any other Pittsburgh paper. One year ago—for the first half of 1929—the other evening Sunday paper published more than twice the amount of radio advertising carried in the Sun-Telegraph.

Times have changed in Pittsburgh!

THE SUN-TELEGRAPH

Represented Nationally by Paul Block, Inc.

in 1927 is based on a recognition of the fact that no single index can be used for each individual commodity. From this standpoint, it represented a distinct step in advance.

It was assumed in this case that in measuring the market for any commodity, there are two basic elements of prime importance—population and income. The market for some commodities depends primarily on the number of people; the market for others depends more on buying power. Hence the market for any single commodity depends on the two factors combined, each weighted to correspond to its relative importance.

For example, in the case of "cheap necessities and bulk staples," population counts 90 per cent, and number of income tax returns, 10 per cent. This is Class I. In Class II, population counts 70 per cent and number of income tax returns, 30 per cent. And so on to Class VI, where population has dwindled to 10 per cent, and incomes of over \$10,000 make up the rest.

Although this device is ingenious and constructive, it is by no means a solution of our problem. It is undoubtedly helpful in determining the market for some commodities, but there appears to be no very good way of deciding into which of the six classes any single commodity should be placed.

A more serious criticism, however, is the fact that it does not take account of special factors that may affect the market for the commodity being studied. It does not help us in measuring the possible market for snowshoes! Furthermore, it will be pointed out in the next article that more scientific work can be done by reducing all data to a per capita basis.

Although the use of one single index as a measure for all commodities has been far too common, there are many companies that have realized the need of selecting special factors that measure the possible markets for their commodities. There are some cases where the sales of one commodity or the existence of some one condition obviously measures the

market for certain commodities.

For example, it is obvious that the registration of Ford automobiles furnishes a good index of the market for an automobile accessory used only on Fords. Similarly, the number of houses wired for electricity furnishes a basic index for the sale of electrical household appliances. *But in most cases, there is no such simple index at hand, and it is necessary to discover and then to combine various factors which affect the sale of the commodity studied.*

Guessing at Factors That Measure the Market

The usual procedure in such a case is to guess at the factors that measure the market. A manufacturer assumes, for example, that number of income tax returns ought to have some influence on sales. He also guesses that automobile registrations and percentage of urban population are other factors. He then decides that number of income tax returns is twice as important as either of the other two factors and proceeds to average the three factors by giving the first a weight of two.

In some cases, such procedure has yielded results that are good enough for practical purposes. In other cases, it has resulted in a distorted picture. It is obvious, at least, that the selection of factors has been done largely by guesswork, and that the weights assigned to each factor have been determined by the same procedure.

The work of Weaver for General Motors illustrates the use of a combined index made up of several factors, with an attempt to determine scientifically the weight that should be assigned to each. He adopted the method of laboriously trying out different weightings of his factors, to see which combination would most nearly coincide with actual income by States.

This method undoubtedly gave results that were sufficiently accurate for his purpose. But the method can hardly be recommended for general use, because it still leaves the selection of the factors themselves to guesswork, and because it would be an extremely

Milwaukee

4th

**in percentage of
population increase
among first 20 cities
with 24.4% !**

1930 Census 568,962

1920 Census 457,147

Gain 111,815

**Thirteenth City in America . . . a
vast, wealthy and stable market
. . . . a market WORTH CULTIVAT-
ING.**

**To Cover
Adequately
the Rich
Milwaukee
Market**

" You Need the News "

WISCONSIN NEWS

MILWAUKEE

(Ask the Boone Man)



CHARLES G. LINDSAY

Writer
New York



JOSEPH A. ARCHBALD, JR.

Account Representative
Buffalo



JOHN B. BISSELL

Vice-President
Pittsburgh

Who should see Clients?

SOMETIMES it seems to us that our agency has succeeded and grown largely because it has always employed and kept intelligently obstreperous people: people who just never could become specialized hacks, and who were so good that they didn't have to accept any such role. Our clients are likely to see something of *all* the people who are working on an account. Quite properly each one has opportunities for first-hand contact; he must understand the *whole* problem in order to do his part in its solution.



RICHARD C. POND
Writer
New York



FRANK M. BREWER
Account Representative
Chicago



EUGENE B. LEQUIN
Assistant Account Representative
New York



DOUGLAS C. MANSON
Writer
New York



IRVING S. WILLIAMS
Art Department
Buffalo



LORETTA O'NEILL
Marketing Department
New York

Batten, Barton, Durstine & Osborn

INCORPORATED
ADVERTISING

383 Madison Avenue, New York

CHICAGO: McCormick Building • BOSTON: 10 State Street • BUFFALO: Rand Building
PITTSBURGH: Grant Building • MINNEAPOLIS: Northwestern Bank Building

The Boston Transcript Leads

in the advertising of

Tours and Travel Hotels and Resorts Summer Homes

In these classifications where quality circulation is indispensable, the Boston Transcript, a six-day paper, carried well over twice as many lines as all other six-day papers combined—and 28% more than any seven-day combination in the field.

BOSTON EVENING TRANSCRIPT

Highest ratio of BUYERS to readers

CHARLES H. EDDY CO.

R. J. BIDWELL CO.

Boston New York Chicago

San Francisco Los Angeles Seattle

Aug.

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laborious task to try out all possible combinations of weights for, say, four factors.

It is to meet the difficulties described before that the correlation method discussed in the next article was developed. There is a way to select scientifically the factors that measure the potential market for any given product; and there is a way to combine the different factors, after they have been selected, so as to give each its relative importance.

The method to be described is offered as one of scientific procedure, which until recently has been lacking in sales quota work. It is not claimed that this method can be used successfully in measuring the potential market for every single commodity. But it has proved useful in measuring the market for commodities having a broad national distribution. The limitations to its use will be discussed later on.

Paste These in Your Hat

A HOOVER vacuum cleaner salesman—one J. Simons, of Glasgow, Scotland—had demonstrated a cleaner to a prospect and left the machine on trial. Friend Husband arrived not long after Mr. Salesman had departed. He phoned the Hoover man and told him that unless the machine was removed before the following noon, it would be turned over to the police department.

The salesman found it impossible to reach the prospect's home by noon. When he did arrive he found that the threat had been made good—the vacuum cleaner was now in the hands of the police.

To the police station he hiked. When he got there he noticed that the machine had obviously been taken from its packing and used. Mr. Simons' Scotch brain got busy and he decided that police stations have use for implements other than nightsticks and revolvers. Straightway he gave a demonstration and when he walked out of that police station the vacuum cleaner remained there. In his pocket he had a properly executed order.

The incident is related in "Hoovergrams," the house magazine of the Hoover Company. It is one of several anecdotes in which Hoover vacuum cleaner salesmen play stellar roles.

For example, there is George Spencer, of Seattle. Mr. Spencer read in a local paper of the theft of an electric vacuum cleaner from a prominent home. He promptly got into his car and went to the address given.

He interviewed the lady of the house and found that the stolen cleaner was a Hoover. His next step was to note all the available facts to be used in tracing the stolen machine. Then he invited the woman to use the new Hoover which he had with him. An hour later he left the house with a signed order. And to add a little jam to the story, the order called not only for the cleaner, but for a complete set of dusting tools and a floor polisher as well.

Chemical Account to Tyson Agency

The Hooker Electrochemical Company, New York, has appointed O. S. Tyson and Company, Inc., advertising agency of that city, to direct its advertising account. Business papers and direct mail will be used.

E. H. Duffey Advanced by Huntsville, Ala., "Times"

Edmund H. Duffey, for the last five years assistant advertising manager of the Huntsville, Ala., *Times*, has been appointed advertising manager of that paper.

A. F. Wilson with Earnshaw-Young

A. Frank Wilson, who formerly conducted his own advertising business at Seattle and Los Angeles, is now with Earnshaw-Young, Inc., Los Angeles advertising agency.

Appoints Lefton Agency

A. Rosenblatt Sons & Company, Philadelphia, manufacturers of children's dresses, has appointed the Al Paul Lefton Company, advertising agency of that city, to direct its advertising account.

With Detroit Agency

Henry E. Wilcox has joined the research department of Holden, McKinney & Clark, Inc., Detroit advertising agency.

Bogey Man vs. Santa Claus

Give the Negative Appeal Its Due

By Jim Wood

Copywriter, Van Sant, Dugdale & Corner, Inc. (Advertising Agency)

EVER notice how some advertising men shy at the negative appeal? Hand one of them a piece of copy with a negative headline and the old blue pencil fairly leaps into action. Zip! Zap! Zish! Scribble, scribble, scribble. And presto!

—Santa Claus now

smiles where the Bogey

*At Last She
Left Him...*

Man formerly scowled.

"See how much stronger the headline is now that I've made it positive," says the wicked wielder of the blue pencil.

"You've cut all the guts out of it," retorts the irate copy writer. "It'll hardly stop anybody now. My original headline would halt 'em like a sixty-foot cliff. Yours suggests something prospects would, no doubt, like to have, but mine warns them of something they'd give their last cent to avoid."

"That's where you make your big mistake," puts in the account executive. "Your headline is repellent. In trying to scare people into using the product, you scare them away from the ad. Nobody likes to be reminded of unpleasant possibilities. Talk about the good things the product will bring, not the bad things it will prevent. Always play up the positive side of the story. Remember, people are far more interested in the silver lining than the cloud. Santa Claus has infinitely greater pulling power than the Bogey Man."

Thus the argument goes, in the office, at the club, wherever advertising men gather; the positive advocates becoming more positive all the while. Perhaps they are right as a general rule but to hold a prejudice against the negative appeal *per se* is all wet. Some of the most successful advertising campaigns ever run have been conspicuously negative in appeal. Therefore, it's not the use but the *mis-use* of the negative appeal that should be avoided.

I've never heard of a fool-proof

way to classify products so that one could promptly determine which appeal to select. But it is safe to say that the greater the curative and preventive values of a product, the more effectively can the negative appeal be used. However, one

He Was A Breakfast-skimper!



Some of the Most Successful Campaigns Have Been Negative in Appeal—Grape Nuts Is Using This Appeal in Copy and Illustration

must bear in mind that nearly every product has the capacity to prevent or relieve some shortcoming as well as add some asset. So the real solution to the problem seems to lie in the correct answer to this question: Does the prospect desire the pleasant things the product can *add* to his life *more* than he fears or dislikes the unpleasant things it can *subtract*?

If the answer is "yes," the positive appeal should be used. If it's "no," use the negative appeal. That is the *plus* or *minus* test. It is not an end in itself, for one's answer to the question may be wrong. But it does serve as an excellent scale for weighing the arguments pro and con.

For example, take an advertise-



KENTUCKIANA

... the Central Market

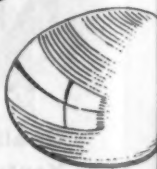
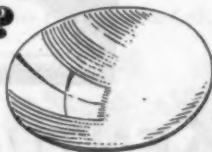
Of all of the markets of the United States, Kentuckiana, which includes practically all of Kentucky and a large portion of Southern Indiana, enjoys the distinction of being the most centrally located from the standpoint of population distribution. It is also unique in being one of the largest single paper markets in the Country—being completely covered at one low cost by—

THE COURIER-JOURNAL THE LOUISVILLE TIMES

— MEMBERS —

100,000 Group of American Cities — Audit Bureau of Circulations
Represented Nationally by The Beckwith Special Agency

COULD YOU PUT THESE LENSES IN THEIR FRAMES CORRECTLY?



IF you took the lenses from your glasses and shuffled them could you put them back where they belong? Could you tell which lens is for the left eye and which for the right? Could you set them at their proper axes so your vision would be properly focused? Your oculist could—for he is a specialist.

Selecting the right newspapers to insure covering the whole rich Boston market is just as painstaking a job as choosing the correct lens for each of one's eyes. First, you must know there are two distinctly different audiences to reach in Boston Second, you must *know* that each audience is definitely prejudiced to its own particular type of newspaper Third, you must *know* each type of newspaper is built as exactly for its individual patronage as each of one's lenses is ground for an individual eye.

BOSTON



SE LENSES



Boston's two audiences are distinct and separate by virtue of centuries of training, habit, tradition, environment and point of view. It is impossible to cover these two groups with one newspaper. To appeal to but one is to divide your harvest in this fourth largest American market in half.

The Boston Herald-Traveler is the only newspaper read by one of these Boston audiences—this is that part of Boston's three-million market which experience has proved to be the most valuable unit of newspaper circulation in relation to value of unit of sale.

The other Boston audience is reached through the columns of the other three leading Boston dailies.

To cover Boston select the Herald-Traveler—which carries the largest advertising lineage of any Boston newspaper—and any one of its three leading contemporaries.

For eight years the Herald-Traveler has been first in National Advertising, including financial, automobile and publication advertising among Boston daily newspapers.

Advertising Representatives:

GEORGE A. McDEVITT CO.

New York Chicago Philadelphia Detroit

HERALD-TRAVELER



"Non-Premium"

What does it mean?

That not a single subscriber to The Weekly Kansas City Star was secured by a premium offer or by any other inducement of any sort or character except the editorial merit of the paper.

Thus The Weekly Kansas City Star is first in quality as well as first in America in weekly rural route circulation.

The Weekly Kansas City Star.

500,000 Paid-in-Advance
Circulation

ment of a tonic for falling hair. Which of these two headlines should we use? (1) How to Have Thick, Healthy Hair; or (2) How to Prevent Baldness?

Positive, No. 1, appeals to the desire for a *plus* and negative, No. 2, appeals to the fear of a *minus*. Obviously our best prospects are men beginning to worry about their hair. So the correct choice depends on which is uppermost in the mind of a man losing his hair—the desire for a crowning glory or the fear of becoming bald.

I'd stake my money on the negative appeal—fear of becoming bald. I'm beginning to get that way myself and the primary thing that concerns me is not how to have a whole lot of hair, but how to prevent what I have from falling out. Show me how to stave off baldness and I will be content, as I have always been, with my present crop of hair. Thus, my fear of a *minus* is stronger than my desire for a *plus*. Self-preservation is more vital than self-gain.

Try another pair of positive and negative headlines, this time for a correspondence course in English: (1) How to Speak Masterly English; or (2) Do You Make These Mistakes in English?

Here we have a similar problem. Which is the more impelling emotion—the desire to talk *especially* well or the shame of making mistakes? It seems reasonable to assume any self-respecting person would shudder at the thought that he uses bad English, but only the very ambitious would be interested in speaking *masterly* English. Certainly a great many magazine readers would make haste to find and correct their errors of speech, and, if need be, take a course in English to fortify themselves against further mistakes. Comparatively few, however, would be willing to spend time and money merely to glorify their language. Therefore, the negative headline, in this case, should work better than the positive one.

Let us take a soap that is kind to the hands that wash the dishes. Should our headline be: (1) Keeps Hands Lovely and Smooth; or (2) Do Your Hands say "Dish-Pan?"

These two headlines are as far apart as the two poles, yet both are unquestionably good. Which is the better? Well, let's see. Does the average woman desire lovely hands *more* than she abhors hands with that coarse, "just-from-the-dish-pan" look?

My answer is no. I do not believe the majority of dish-washing women are conscious of a particularly strong desire for lovely hands. Thousands of women get along all right with just ordinary, normal hands, neither pretty nor noticeably ugly. And after all, mere possession of lovely hands cannot add a great deal of happiness to the average woman's life.

Hands that say "dish pan," however, are another matter. As a cause of constant embarrassment, they could make most any woman very *unhappy*. I can imagine many women recoiling from the prospect of having rough, red hands as they would from a withered arm. Not that they are anxious to keep their hands like an artist model's, but because they just couldn't stand having hands like a scrub woman. Arouse the slightest suspicion in the average woman's mind that her hands are beginning to say "dish-pan," and you'll sell her your remedy, be it soap, water-softener or rubber gloves.

"Often a Bridesmaid—but Never a Bride." What a tragic headline! Surely the Bogey Man was at work. Call on Santa Claus and see what we get. "He Led Her to the Altar Because Her Breath was so Sweet." Laughter from the gallery!

The Horror of Halitosis

As for the *plus* or *minus* test, is there any doubt that the horror of Halitosis is more impelling than the desire for a pleasant breath? "Halitosis may cost you your job," says Listerine copy. But the only job that pleasant breath could help you get would be one in competition with Halitosis victims. Therefore, the prevention of Halitosis is more important than embellishment of the breath—hence, the negative appeal.

As a concluding example, consider the current "Future Shadow"

campaign of Lucky Strike. Do the majority of prospects desire the good things a cigarette may bring *more* than they fear the bad things it may prevent? *Good things*: Pleasure, better taste, honey-like smoothness, throat ease,

nonchalance, slim figure, etc. *Bad things*: Coughs, throat irritation, double chins, bay windows, bulging ankles, etc.

That's a knotty problem. I'll leave it to you to give the answer.

What Groucho Says

He Wonders If the Big Show Is the Most Fun

I'VE just seen an old friend—John Scoville. John got my goat a bit, not intentionally, but by the story of his life as he told it.

You remember Scoville? One time important rep. of Perkins agency. Cut loose from old man Perkins and started in on his own. Perkins is something like Boss, always selling a big future to his bunch but never loosening up.

John beat it and took a little business with him. John has the idea that paying the butcher, being able to own a radio and a car and have enough left for a trip or two is about all the financial obligation that Fate sets for a human being.

Not a bad idea, eh? Cuz John doesn't worry about owning yachts or estates, he's able to own a little boat and a few acres. Pretty much all right so far, eh?

John's got another idea, not universally approved either, that it doesn't pay an agent to fuss over a client he doesn't like. So you see John is no world beater in volume, only plays the game with clients who play the game with him.

John has a big investment company as a client. They're doing very well with their advertising. Does that suggest to John that he should hire 600 men and women and become the leading investment agency in the world? It would to King or Boss, but not to John.

John says: "They are my friends. We play this game together. Why should I peddle the success of my friends among their competitors? I've also got a fountain pen maker who is a friend of mine, and a canned food man and a couple others. Beautiful thing is, these guys all understand they're

financing me against the time they'll give me the gate, and not paying me over the schedule prices either."

Sounded pretty sweet to me, but I couldn't shake off the influence of Boss, so I asked: "John, with your success, don't you recognize the modern business obligation of becoming big?"

"Not on your life!" said John. "I recognize the obligation to be professional and skilful and all that. But big volume? I don't think it's a part of my line."

"My line!" Gosh! how carelessly we use those words! I've an idea, though, that John meant just what he said and that he is so good just because he knows what he is and he knows what he wants.

Now as to me. When I talk to Boss I want to see our agency lick the world. When I talk to Gent. Treas., I think profits are all that count and that everybody should live on 6 cents a day. When I talk to Granger, my ardent young soul is on fire with the idea that the world needs Fuzzy Fly Lighters more than it needs anything else. When I talk to John he tells me that he is having a lot of fun doing business and that seems about right too.

I've had jobs offered me and turned 'em down, but I never wanted anything any more than to have John say at that minute: "Come on and join forces with me, Groucho." He didn't say it however. Why should he say it to a man trained by my Boss?

I guess my line is to keep up my puny pecking at world-beating.

GROUCHO.

A MAJORITY OF ADVERTISERS ARE RIGHT!

They use the Oregonian to sell the Portland Market

During the first six months of 1930, The Oregonian had more display advertising customers than any other Portland newspaper.

73.6%
of all Display Advertisers
used The Oregonian
53% used the second newspaper

Today, as for 80 consecutive years The Oregonian continues to be the heavy gun of successful advertising campaigns in this wealthy market.

The Oregonian

PORTLAND, OREGON

For 80 Years, the Preferred Newspaper of Oregon People

Nationally represented by VERREE & CONKLIN, Inc.

New York
185 Madison Avenue

Chicago
333 North Michigan Ave.

Detroit
311 Lafayette Blvd.

San Francisco
Monadnock Building

Dark Clouds and...

NOBODY welcomes the recurrent eras of slow business—Fairchild no more than any one else. But for us, as for every other strong firm, the dark clouds of every temporary depression have a silver lining. For these are the days when real strength tells. They are the days when real publications forge ahead by virtue of the opportunity to demonstrate their real worth.

To The Fairchild Publications today, there is regularly coming business which, in easier, more leisurely days, came only



THE FAIRCHILD PUBLICATIONS

8 EAST 13th STREET NEW YORK

DAILY NEWS RECORD MEN'S WEAR FAIRCHILD TEXTILE-APPAREL ANALYSES
FAIRCHILD'S INTERNATIONAL (PARIS) RETAILING STYLE SOURCES

WOMEN'S
FAIRCHILD

nd... Silver Linings

spasmodically. Under the pressure of stern necessity, advertisers who rarely entered our columns before are turning to us. We count among new users of our pages many great firms which have hitherto been content to broadcast their publicity in consumer mediums alone. Today these concerns want, not publicity, but orders. And through trade advertising in the Fairchild group, they are getting orders.

We do not pray for slow business. But when it comes, we welcome the opportunity it gives The Fairchild Publications to show their strength.

LD PUBLICATIONS

STREET NEW YORK, N. Y.

ANALYSES WOMEN'S WEAR DAILY
E SOURCES FAIRCHILD TRADE DIRECTORIES

FAIRCHILD BULLETINS (LONDON-PARIS)

MAN and his clothes (LONDON)



We Just Can't Be Pessimistic - - -

With a Full Stomach
and Money in the
Bank - - - - -

McLean County, the center of Pantagraph influence, has never ranked lower than third among the agricultural counties of the United States. This year will be no exception.

Therefore, the 30,000 families in Central Illinois are in the market for the better things in life as usual.

**McLean County Celebrates 100
Years of Prosperity, August 27 to 30**

The Daily Pantagraph

BLOOMINGTON, ILL.

CHAS. H. EDDY CO., National Representatives
Boston

New York

Chicago

Needles in Display Haystacks

The Endless Quest for More Forceful Composition Ideas in the Laying Out of Single-Column, Shallow-Depth Newspaper Advertisements

By W. Livingston Larned

IT is often remarked that locating little, shallow single-column newspaper displays in the crowded metropolitan dailies is comparable to finding a needle in a haystack.

This is often true, but it is always the advertiser's own fault if his small display is lost in the shuffle.

Yes, it is an unusually vexatious problem. It isn't easy to compose a single-column, three or four-inch series for newspaper use. Pages and half pages are simple by comparison. Any visualizer will admit as much.

But those who are unsuccessful with these miniature advertisements either ignore or forget definite principles which, if not applied, and with extra zeal, defeat all possibility of making these displays defy the highly competitive material surrounding them. It is the battlefield royal of the creator of layouts.

A misunderstanding of the amount of material which can be safely put into a two-inch wide space still persists. The simpler the ingredients the better, naturally, but not all advertisers are content with a phrase in bold type and a little picture. Their entire story must be told in their limited campaigns, come what may. Appropriations call for it.

The extent to which much can be arranged in the two-inch wide measure, by a few inches in depth, is little short of startling, when you examine some of the current exhibits. Pictorially, this may range all the way from a seventy-story skyscraper to an express train. And there will be sufficient room remaining for display heads, nameplate and text.

Pen and ink drawings are the best for small-space newspaper illustrations because you may always depend upon them. Pen pictures can be executed with the utmost simplicity, in outline, re-



55 MINUTES TO ATLANTIC CITY

\$14.45 with 30 lbs. of baggage
Daily dependable schedules. Luxurious trimmings. Constant radio communication—veteran pilots—well trained stewards. Enjoy the view of New York, Lakhurst Air Station, Atlantic City's famous boardwalk. Service every Saturday to Baltimore and Washington.

For information—Reservations Telephone Caledonia 2360...Evenings, Caledonia 2276, or apply to your Hotel Porter, Travel Bureau or Theatre Ticket Agency.

NEW YORK AIRWAYS INC.
122 East 42nd St., New York

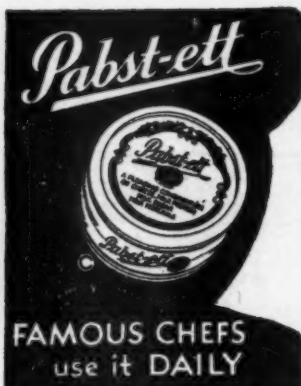
If the Small-Space Newspaper Advertisement Is Properly Arranged It Can Contain Considerable Text and Still Be Readable

lieved by a few well-placed blacks. Avoid cross-hatch shading, small detail, a series of side-by-side lines to provide a tone. Ben Day should be omitted.

Halftones from photographs are acceptable provided the display is big and bold . . . a head, for example.

But you can't take just "any old photograph" of any old size, and expect it to reproduce attractively and with a correct amount of contrast. The most violent retouching is essential—retouching so crude on the original that the temptation would be to consider it highly inartistic.

It is a common practice to retouch such copy with a pen rather than a brush. No compromise is made with delicate intermediate tone values. Unnecessary background detail is deliberately deleted. Dark tones are painted in



Originality of Design Is Always Invincible as These Two Pabst-ett Advertisements Demonstrate. The Shape of These Supplies a Tangible Thing Upon Which the Eye May Fasten

black and the whites are just that, even if it is necessary to accomplish it with pigment over the photograph.

It should always be remembered that the coarse screen of the newspaper halftone "cuts up" these values. Then there is the matter of reduction, as well. And a one-column halftone should be vibrant with contrast in the retouched copy and in the printed result. Anyone who expects to secure all the subtleties of a camera picture, exactly as is, should visit an engraving plant and see a little plate made, from the first process to the last.

Very largely, however, line plates are preferable. The suggestion is again made, since questions of this kind are so often heard, that no engraving should be ordered until a reduced down-to-size photostat of the sharpest order is studied with an eye to printing qualities.

But composition is, after all, the real secret of display strength.

There's your final answer! The distribution of the various parts of the little display, the apportioning of white areas, the one best possible place to put the illustration, the manner in which headlines are devised to run contrariwise to the dull formality of column rules and reading matter type in the news columns.

And, finally, perhaps of even greater real significance than all the rest, some over-all, containing contour which gives body and solidity to the space, small as it is. In every instance where you see a dominating small-space display, it is quite likely that such shapes are the determining factor.

They supply a tangible thing upon which the eyes may fasten, despite competitive display. Originality of design is always invincible. And this applies particularly to forms and shapes which are the direct opposite of surrounding material.

That these mortise or pictorial forms can and should be relevant, with story-telling power in their own right, is equally true. For many a season, there has been used, in newspapers, for Gulden's Mustard, a two-inch wide, by the same depth, standardized composition. The familiar outline of the peculiarly shaped bottle is made to fill the space from top to bottom and side to side, against a black background. Across this, lettering is hand-lettered, but not in such a way as to destroy the effect of the bottle contour. And it is constantly surprising to find how successful this tiny advertisement is, regardless of the fact that it appears on pages crowded with larger and ap-

parently more forcefully illustrated displays. The eye never fails to respond to the Golden one-column and this is a tribute to composition alone. The space units are not scattered. They are held together by a binding shape which *means something*.

Miniature Underwood Deviled Ham newspaper copy turns to an equally effective expedient in layout. The tin is shown in pen and ink in its entirety, while flaring from it, in various directions throughout a series, are wedge-shaped black backgrounds containing display lines in white. But at the other extremity of the wedges there are good things to eat which may be made from the product. The triangular black unit gives character to the space.

You can take an advertisement in newspapers, two inches wide by three deep, dedicate one half to white paper, and segregate the message in any one of the four corners—across the bottom or the top, or in dead center—and that campaign will stand out like a house afire. Try it in an experimental sketch, if you doubt this, mounting your layout into a newspaper column.

Humor is an excellent ingredient for these campaigns, provided the copy and product encourage the use of the fun element. It seems to be traditional that people will do a deal of ferreting for something funny. Little cartoons, whimsically conceived, turn a visual trick. This has been shown—and proved—by the continuous popularity of a single column series in New York newspapers for Rogers-Peet.

In solving the problem of small-space compositions, even the veriest amateur may go far in the direction of arriving at a satisfactory solution, if he will take a soft pencil and sketch little shapes directly within the columns—squares; diamonds; circles; ovals, set at unusual angles; patches of solid black, and a splashy headline, tilted and in motion.

When the composition lines of a single-column advertisement conform, more or less, to the formality of reading matter columns and col-

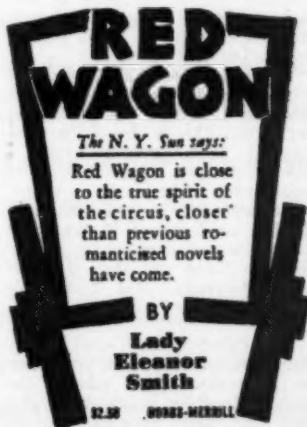
umn rules, there is very little hope for daring visual power. There should be a head-on collision between the two. Those tiny displays which arrest your attention unquestionably attempt just that.

If single-column campaigns are commonplace as regards display value, then they are commonplace as to composition. The conditions surrounding their making are as simple as all that.

The most obvious forms will serve. If the advertisement is about olives, let us say, a mortised out olive, in large size, with a background and detailed showing of leaves and branch, will make a better penetrative layout than a small cut of the same subject matter at the top, followed by headline and formally composed text and signature.

If the message is on the subject of radio tubes, a large outline of a tube, supplemented by a very small, complete drawing of the tube elsewhere, and copy arranged neatly within the unusual mortise, may provide for a larger measure of display value than straightaway typography and an inset picture of a tube.

The product itself need not nec-



An Unusual and Appropriate Border Makes This Small-Space Display Distinctive



Cunningham
RADIO TUBES

**Protect
your first
RADIO
INVESTMENT**

*Standard
Since 1915*



*Plenty of White Space Will Often
Make a Small Display Stand Out on
a Crowded Newspaper Page*

essarily provide the inspiration for an uncommonplace shape to spread over the entire area of the space. Steam from a cup of coffee, looped up from the cup, will serve as well as an outline of a package of coffee, which, of itself, would possess no marked individuality.

The advertisement reproduced with this article, for the book "Red Wagon," illustrates this thought perfectly. This is one of the most unusual book advertisements I have ever seen, in either large or small space. The border is appropriate and attractive. It made the display, small though it was, stand out on the newspaper page. It was the first thing you saw—it dominated the page. Yet it did this honestly. It isn't a "tricky" display.

The Pabst-ett small space advertisements, two of which are shown on a previous page, achieve distinction by sheer weight of display and by their unusual contour. Pabst-ett advertisements have become familiar to newspaper readers and are watched for. They are easily spotted on the page, no mat-

ter how many other advertisements may be there.

These are only a few examples of what can be done in small space. The surprising thing is that these good displays should be so conspicuous. They are conspicuous only because the majority of their companion advertisements are commonplace.

It is merely a case of daring to be different. And, as these examples show, in order to be different there is no need to be futuristic or extreme. The rules of good composition can be adhered to, yet the result can be unique. Study the New York Airways advertisement. Here is a good advertisement—in miniature. There is plenty of text, but it is not crowded. It has illustration, headline and text, all blended perfectly. It is readable, too. And it stands out.

One of the most effective ways of spotlighting the small display is to open it up—use plenty of white space. When this is done, of course, the amount of text must be limited, as it is in the Cunningham radio tube advertisement. The story must be told briefly and preferably in large type. It is often well to place the name plate at the top of the composition.

The point is—get away from the eternal sameness of set type schemes and the "picture and some text" practice in vogue for the last fifty years. Make the "spot" on the newspaper page a living unit of appeal and character.



**It is
better!**

*Taste it—
and see*

**GULDEN'S
Mustard**

*The Product Itself May Be Used as
a Basis for an Attractive Mortise for
the Small Advertisement*

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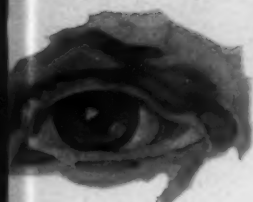
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SEND YOUR SELLING MESSAGE TO INDUSTRY THROUGH THESE GATEWAYS

SINCE we are not even good curb-stone economists this is no forecast or prophesy. But, we do want to call your attention to a very significant fact.

Manufacturers in all industries are taking advantage of present conditions to study and make definite plans for improving their production methods and equipment in preparation for the increased business which is most certainly coming. Plant operating staffs are gathering detailed information and are definitely selecting—right now—the types and makes of equipment which they will buy.

You will undoubtedly find this fact verified by the volume of requests for specifications and prices coming into the estimating division of your sales department. Although many of the actual purchase orders are being held up, the fact is that the "buying" of plant equipment is being done now—AND THE SELLING MUST BE DONE NOW.

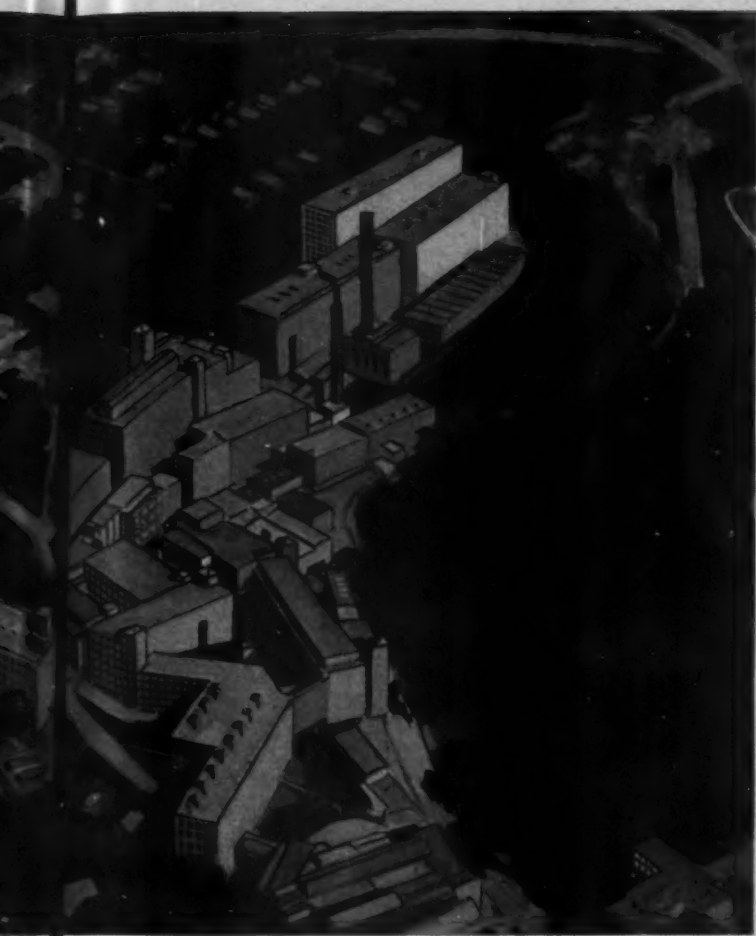
Many concerns selling to the industrial market are holding their normal volume of business by completely re-vamping their sales methods to meet present conditions. Their salesmen are no longer permitted to spend their time making the usual routine calls. Instead, they are concentrating their efforts on carefully selected prospects from whom they have the best chance of getting immediate business.

Advertising is essential to the success and soundness of any selective-selling plan, first, because your salesmen need its help to bring in orders from



the "Immediate Business" and second interests through keeping messages in the near future.

Whatever your selling plan be backed the situation you face to



Business and second, because it is the only means by which you can protect your
keeping message before plant operating staffs who are planning now to place
or future
selling must be backed by strong, effective advertising if it is to meet successfully
face to



TO MEET YOUR BUDGET REQUIREMENTS

We appreciate the fact that the extent of your immediate plans for advertising will depend largely on the size of your budget.

To be most effective in helping you solve your selling problem your advertising must reach not only those industries most responsive to your selling under present conditions but also those where equipment will be purchased as soon as the recovery from business depression becomes more general. And, it is highly important that your selling message reach larger and more progressive plants where complete plans, based on careful studies, are being laid for making extensive improvements in production methods. Naturally these will be the first in the market for new equipment.

Full-page advertising in both **FACTORY AND INDUSTRIAL MANAGEMENT** and **INDUSTRIAL ENGINEERING** will do a large part of the selling job which you must, at present, leave wholly to advertising—at a cost of only \$515 per month which comes easily within the limits of your budget. Your sales message, presented through these publications reaches plant **MANAGEMENT** and **MAINTENANCE** staffs in all manufacturing industries who are important factors for you to cover since the responsibility for planning improvements in production methods rests largely in their hands.

Because those who sell to industry are demanding a medium through which they can make their advertising even more effective **FACTORY AND INDUSTRIAL MANAGEMENT** and **INDUSTRIAL ENGINEERING** announce that four-color process printing may now be used in their advertising pages at premiums of \$225 per page in the first, and \$140 per page in the letter.

**INDUSTRIAL
ENGINEERING**

**Factory and Industrial
Management**

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Helping the Salesman at His Point of Sale

How Loose-Wiles, Co-ordinating Sales and Advertising and Extending the Work of a Sales Bulletin, Presents Its Message to Dealers

Based on an Interview by Arthur H. Little with

W. W. Wachtel

Manager, General Sales Dept., Loose-Wiles Biscuit Co.

THE president of a manufacturing company sought out another company's advertising manager.

"I want to hire you," the manufacturer told the advertising manager, bluntly. "I'll pay you—" and he named a sum that was twice the size of the advertising manager's then current salary.

The advertising manager was curious. He asked: "Why do you want me?"

"I know a good deal about you," the manufacturer explained. "I know that you're competent. But what's more important, you have courage. I want an advertising manager who can hold his own against our sales manager. Understand, our sales manager is a high-grade executive of sales. But he's dominant. I want you to head our advertising because I believe that, while you'll be able to work with our sales manager, you'll stand on your own feet. Will you take the job?"

The advertising man shook his head. "Thanks," he said, "but I don't want to walk into trouble, deliberately. Meanwhile, do you mind if I say that I'm sorry for you and for your company?"

Behind such incidents—and reflected by them—is the growing opinion that, on the marketing end, business needs a new kind of executive with a new kind of job, a director of distribution. He will know sales, and he will know ad-

Sunshine Bakers ANNOUNCE the new Redipakt Hydrox



each caddy contains 16 half pound
glassine bags already packed...



... a long step
forward in selling bulk goods



no weighing



no counting



saves time



... it's a "help-
yourself" proposition

*This Is the First Page of a Four-Page Folder Which
Loose-Wiles Salesmen Lay Before the Retailers*

vertising. He will co-ordinate them, because he will supervise them both.

It is urged that he will end the contest that now enlivens—without materially improving—the relationship between the two functions. He will bring about a condition in which advertising will dovetail with sales, not because the advertising manager is brave enough to out-dominate the sales manager, or shrewd enough to outwit him, but because advertising is a part of the process of marketing. He will bring about a condition in which the salesman, calling on his dealers, will "sell" advertising, not because the advertising manager,

working through the sales manager, has nagged and persuaded the salesman to "say something about our advertising program," but because advertising will have become, intrinsically, one of the qualities of the merchandise.

In the process, the director of distribution will invent, very likely, improvements in the strategy and the tactics of merchandising. And it is entirely likely that he will bring about, simultaneously, a substantial simplification of the salesman's method of work.

Co-ordination between sales and advertising—the sort of co-ordination that would be the objective of a director of distribution—characterizes the method by which the Loose-Wiles Biscuit Company, from its New York factory, is marketing its higher-priced products through the sales forces of its scattered factories and branch offices.

Perhaps the method can best be explained by contrast. In a more or less typical sales-and-advertising set-up, the salesman derives most of his working information—his knowledge of the company, of its prestige and ideals and policies—from a sales bulletin. From the same source he is expected to extract, pretty largely, his store of information about the company's products—how they are made and what particular and peculiar qualities and characteristics they possess. From the sales bulletin, also, he learns what he is inclined to call the "theoretical" side of salesmanship.

Very likely, the bulletin contains a leaven of advertising. Periodically, the salesman is reminded that his company advertises. He is urged to mention the general advertising—at least to mention it—when he talks with his dealers. He is urged to urge them to use point-of-sale advertising in the form of dealer helps. In many an instance, the home-office advertising department, inspired by an outstanding campaign, will produce, for the salesman's use, a special advertising brochure, a publishing achievement so elegant that its cost runs high into money, and so big, physically, that the aggre-

gate area of its pages runs into square yards and their combined weight into sufficient poundage to move the salesman to blasphemy.

Now send a salesman into a dealer's store. Can he take his sales bulletin along? He aims, say, to sell an order of crackers. Can he open his bulletin and read the retailer a few pages of institutional cracker literature, and then toss in for good measure a few paragraphs on cracker advertising? On the contrary, of course, what the salesman takes to the retailer out of the sales bulletin is sales background, and only as much of that as he remembers.

As to advertising, what he takes is very little, unless he has been provided with an advertising portfolio. Rather often, the portfolio is so bulky and so formidable that the salesman either leaves it in his car, or, if he carries it into the store and displays it, he feels that he is imposing on his customer's time. It is always to be remembered, frankly, that many a salesman looks upon advertising as a nuisance, a necessary nuisance, perhaps, but nevertheless a nuisance.

Salesman Needs Help at His Point of Sale

In the opinion of Loose-Wiles, the sales bulletin is an excellent idea—but it doesn't go far enough. And the advertising brochure is an excellent idea, too—if it doesn't go too far in the direction of time-consuming elaboration.

What the salesman needs, especially in these current times, is something that directly helps him to sell—and helps him at his point of sale.

It is a Loose-Wiles policy to stage, every month, a special selling drive on a specific product. Behind all selling effort, all the time, runs the company sales bulletin. It contains the sort of information that most sales bulletins contain, the broad-scale, background information about the company and its products and methods and policies. It discusses advertising, revealing to the salesman how, through specific objectives carefully defined and specific methods carefully de-

vised, salesmen dealers icts

In out a paper, the sa of wo tion to ject c signed man i laid b in pap talk. for th of a might sent— pages

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vised, the advertising helps the salesman to sell and helps his dealers to move Loose-Wiles products through their stores.

In addition, however, there goes out a special piece of work on paper, a specific selling help for the salesman; and this special piece of work, devoting its entire attention to the product that is the object of the special drive, is designed to be carried by the salesman into the customer's store and laid before that customer. It is, in paper form, a specialized selling talk. It is a condensation, intended for the customer's eyes and mind, of a matter that a sales bulletin might take a dozen pages to present—and then present those dozen pages only to the salesman, himself.

The method lends itself smoothly to the monthly drives for products already in the line, and just as smoothly to new products just being introduced, or to products in new forms. For example, Loose-Wiles puts on a drive for Hydrox biscuits in a form called Redipakt.

What the salesman lays before the retailer is, basically, a four-page folder, its pages 10¼ by 12¾ inches, its colors red and black, its style a sketchy sort of informality that, by lending itself well to a combination of halftone-style and cartoon illustration, acquires at once a distinctive and a "newsy," up-to-the-minute appearance.

Page 1 reads: "Sunshine Bakers Announce the new Redipakt Hydrox—Each caddy contains 16 half-pound glassine bags, already packed—a long step forward in selling bulk goods—no weighing. no counting! saves time! — It's a 'help-yourself' proposition!"

Throughout the page, the text is illustrated with sketches in red—the Loose-Wiles sun, the new package, the Loose-Wiles character-figure baker. The idea of "no weighing" is cartooned with a sketch of a pair of scales, crossed out with pencil; the idea of "no counting" with a collection of figures, similarly crossed out; and the idea of time saving with the crossed-out face of a clock. The help-yourself idea is embellished by a sketch of a woman, helping herself to Hydrox.

Pages 2 and 3 are a spread, presenting detailed pictures of the new offering in two phases—alone, and combined in a single counter-showing with the bulk package. The copy, touched up by the presence of the fat little Sunshine baker who points to the headline, "Bulk Profit without Effort," explains in detail to the retailer just how he is to display the new package. It tells him, also, the price to him, emphasizing that there is no extra charge for the transparent bags or for the labor of packing.

Page 3 devotes half its space to still another new Hydrox package, in a "help-yourself" container for the retailer's counter. The other half-page presents this thought: "And behind it all is this BIG advertising campaign"—illustrations, here, of advertisements in newspapers, magazines and on car-cards—"Get in on the Money!"

"Just to Give You an Idea of What It Looks Like"

Advertising? Yes, the salesman tells his customer, it'll attract attention, all right. "Just to give you an idea of what it looks like, here are some reproductions, in color, somewhat larger." And the salesman produces a brochure—one that he can carry, easily, under an arm—of the specialized advertising.

Thus the plan operates. Its results are rather shadowed forth by the fact that this year the Loose-Wiles company is selling a larger volume of its higher-priced products than it was selling at the same time last year.

"To us," said W. W. Wachtel, "the plan seems to demonstrate that co-ordination between sales and advertising efforts, plus a merchandising help that will operate for the salesman at his point of sale, will accelerate sales.

"We are giving the salesman something that he can carry into a store and show to a customer. The sales help is so designed that it actually becomes a part of the merchandise—or, perhaps you even might say, the merchandise, itself. It presents its own selling talk, and presents that talk in a form more effective than it would be if

the salesman had memorized it in advance.

"The presentation gains in strength from two sources. It is graphic. The thought reaches the mind through the eyes; and, as we know, a visual impression is clear and convincing.

"The second source of strength is brass-tack brevity. We meet the retailer on a common ground of interest—profit. We talk the profit that results from saving, and the profit that results from increased sales.

"Brevity strengthens our message about advertising. It would be easy to present an array of advertising facts and figures that would look formidable. We could expand our message into a considerable lecture. We could evolve an advertising brochure that would cover a square yard or so of the retailer's counter and consume much of his and our salesman's time. But we've thought it better to pack the subject into a concentrated form—first, to be sure that it will be conveyed to the retailer, and second, to be sure that the retailer will absorb it.

"As to both sales and advertising, our aim, in short, has been to provide something that the salesman can use, and something that will enable him to sell what he has to sell today."

J. B. Gardner with Rogers-Gano

J. Baxter Gardner, formerly advertising manager of the Spartan Aircraft Company and the Spartan School of Aeronautics, is now with the Rogers-Gano Advertising Agency, Inc., Tulsa, Okla., as an account executive. He had previously been with the Skelly Oil Company for three years.

W. L. Handley with Missouri Utility

W. L. Handley, who formerly conducted his own advertising business at Kansas City, and Topeka, Kansas, has joined the Missouri Power & Light Company at Kansas City, as advertising manager.

Appoints Krichbaum-Liggett

The advertising account of The Barber Gas Burner Company, Cleveland, has been placed with The Krichbaum-Liggett Company, advertising agency of that city. Business papers and direct mail will be used.

How Can Editors Help Agencies without Offense?

MORTUARY MANAGEMENT

SAN FRANCISCO, JULY 29, 1930.

Editor of PRINTERS' INK:

The article, "Suggests Publishers Have Copy Editors to Work with Advertisers and Agents," page 62, PRINTERS' INK for July 24, interests me because it suggests what I have had in mind for some time.

It must be a well-known fact that publishers prefer the preparation of copy by agencies. At least we do, and what we buy with that discount is the biggest bargain on the counter.

Our particular class of publication, of course, is limited in circulation, in advertising appeal. Some of the accounts on our list are handled by leading agencies. Funeral parlance is a lingo unto itself. I happen to be the only editor in this field who has had mortuary experience. Agencies, obviously, lack it.

I hesitate, of course, to make the offer to advertising agencies, because they are apt to consider me an officious inter-meddler, and well they might. Yet, I have seen copy prepared for our journal—as well as appearing in others—that was worse than worthless, coming from respectable agencies.

The point, plainly enough, is that we are willing to help the advertiser and the agency in getting at the funeral directors' problems. We don't aim to cut into the agencies' discounts in the slightest. Yet how are we going to tell the story without offending them?

FRED WITMAN,
Editor.

J. F. O'Shaughnessy Advanced by United States Rubber

Joseph F. O'Shaughnessy, formerly an assistant to the general manager of the tire department of the United States Rubber Company, New York, has been made general manager of the tire department. He succeeds L. D. Tompkins, who will devote his full time to other activities of the company.

J. H. Woods Starts Own Business

John Hall Woods has resigned as advertising manager of the Great Northern Life Insurance Company, Chicago, to start his own business at that city as advertising and sales promotion counsel, with offices at 110 South Dearborn Street.

Halback Company Appoints Tuthill Agency

The Halback Company, Brooklyn, N. Y., manufacturer of architectural metal work, has appointed the Tuthill Advertising Agency, Inc., New York, to direct its advertising account.

With San Francisco "Examiner"

H. W. Sherburne has joined the local display sales staff of the San Francisco Examiner.

**A Reader Interest
Never Before Equalled in Argentina**

**LA NACION . . Supreme
By Sheer Merit**

The place occupied by any newspaper is determined by the degree of reader interest it is able to stimulate. LA NACION of Buenos Aires is justly proud of the fact that it is read by the vast majority of intelligent, progressive and prosperous Argentines.

That LA NACION commands the respect and interest of its readers is due to its dignified presentation, superior news service and progressive ideals. Naturally, LA NACION is an essential to advertisers desirous of reaching the cream of the buying public.

That the importance of LA NACION as an advertising medium is appreciated by advertisers is amply proven by the fact that it has regularly carried far more display advertising than any other newspaper in Argentina.

*Rates and sample copies gladly
furnished upon request.*

Editorial and Gen'l
Offices in U. S.:

W. W. Davies

Correspondent
and Gen'l Rep.
383 Madison Avenue -
New York City

LA NACION
of Buenos Aires

U. S. Advertising
Representatives:

**S. S. Koppe & Co.
Inc.**

Times Building
New York City
Phone: BRyant 4906

EXTRAORDINARY PULLING POWER — SUPERIOR COVERAGE — PRESTIGE



The
SOCIAL SPOTLIGHT
follows the
INNER CIRCLE

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THE

Harper's Bazaar

appeals definitely to those who are doing the smart, fashionable things reported in the social columns.

More readers

in the Inner Circle group have been attracted, during the past few years. They find in Harper's Bazaar fiction, art, fashions, selected with the same sophisticated taste they employ in choosing their furs, their jewels, their motors.

More advertisers

are constantly coming in. They appreciate Harper's Bazaar as the Creative Market, for the prestige of sponsorship by the Inner Circle builds a background for success among the millions.

Harper's Bazaar

THE FASHIONABLE MAGAZINE OF AMERICA



...“the joy of living in an age of doubt

is the chance to look facts, traditions, opinions, and biases squarely in the face, applying such yard-sticks as judgment gives us.” This is the well-founded belief of one FORUM reader, who doesn't agree with half the articles published and wouldn't read the magazine if he did!

Right here you have the kernel of FORUM's editorial attraction: the vigorous, unhampered presentation of other people's ideas. Indisputably, half the world wants to know what the other half thinks — FORUM gives them an opportunity to find out, and to express their own ideas in sharp opposition.

You will find FORUM readers a lively minded group of mature moderns — *one hundred thousand* who know and prefer the better things in life and have the ability to acquire them. A buying market for quality products and services worth investigating.

FORUM

and Century

Edited by HENRY GODDARD LEACH
441 Lexington Avenue — New York, N. Y.

Post Office Warns Advertising Against Conspiring for Publicity

Government Investigates Attempts to Force Publishers to Cloak
Advertising as Straight News

IN response to appeals from newspaper publishers, the Government has taken a hand in the publicity problem. Whether paid for or printed free, all publicity material which properly comes under the heading of advertising and which is published so as to hide its real purpose, is an attempt to deceive the Government as well as the public and is liable to make the advertiser concerned open to charges of conspiracy. A warning to this effect has been issued by Frederic A. Tilton, Third Assistant Postmaster General.

There has been a steadily increasing drive on the part of advertisers and advertising agencies to get publicity material past editors' desks. The situation has been the subject of discussion at publishers' conventions. Several associations have passed resolutions which are particularly directed at the activities of advertising agencies in attempting to get publicity for their clients. Publishers, in their fight against attempts to impose upon their editorial columns material that should occupy paid space, have asked the Post Office Department to investigate the situation.

It is complained that, in many instances, coercive measures are used to bring about a breakdown of editorial policy by threats to withhold display advertising from those papers which refuse to publish, as straight editorial matter, the publicity material offered. These alleged improper methods have been the subject of an investigation by the Department, as reviewed in the following statement by Mr. Tilton:

"It has come to the attention of the Department that publicity articles are being offered by some advertising concerns to publishers for insertion as reading matter in copies of their publications mailed at the second-class pound rates of postage. The requests accompany-

ing such publicity articles give the publisher to understand that if he does not comply with the request to insert the publicity matter in his publication he may not expect display advertising.

"On the other hand, if he publishes the publicity matter as reading matter he may expect to be favored with display advertising.

"Matter inserted in a publication under the conditions above mentioned clearly comes within the purview of the act of August 24, 1912, embodied in the postal laws and regulations and must be plainly marked with the printed word 'Advertisement' in each copy and is likewise chargeable with the zone rates of postage prescribed for the advertising portion of publications.

"Failure of a publisher so to mark matter coming within the provisions of the act mentioned is made punishable by a fine of not less than \$50 nor more than \$500.

"The requests also imply that the advertiser expects the publisher to insert publicity matter as straight editorial or reading matter without marking it with the printed word 'Advertisement' as required by law.

"If the publisher should comply with such requests under the conditions referred to and should insert the matter in his publication without plainly marking it with the word 'Advertisement,' thus withholding from the postal service the fact that the matter is advertising within the meaning of the law, and thus lead to deprive the Government of its just revenue, the action might constitute a conspiracy with the contemplation of the Act of March 4, 1909, embodied in the postal laws and regulations."

Either partner to a conspiracy under this act would be subject to a penalty of \$10,000 or imprisonment for not more than two years, or both.

J. D. Cole Forms New Company

John D. Cole, formerly with Lord & Thomas and Logan, and, for the last several years with Hanff-Metzger, Inc., New York, together with L. T. Breck, former vice-president of the Kolster Radio Corporation, have formed a new company at New York under the name of Cole & Breck. The new company, located at 12 East 41st Street, will specialize in radio broadcasting, providing group broadcasting for retail stores.

Associated with them in the new enterprise is Miss Constance Talbot, feminine fashion specialist.

Appoint Vanderhoof Agency

The Radio and Television Institute, Chicago, home study courses, has appointed Vanderhoof & Company, advertising agency of that city, to direct its advertising account. Magazine and radio advertising will be used.

The Vanderhoof agency has also been appointed to direct the newspaper and magazine advertising of the College of Liberal Arts, the Law School, Musical College, Academy and Loop High School departments of De Paul University, Chicago.

Cleveland Agency Has Hat Account

The Stern Hat Company, Cleveland, importer of Barbisio Italian-made hats for men, has appointed King and Wiley and Co., Inc., Cleveland, as advertising counsel. Magazines and newspaper advertising is being planned, together with direct mail and supporting advertising in business papers.

Newark "Free Press" Appoints

The Newark, N. J., *Free Press* has appointed the Devine-Tenney Corporation, publishers' representative, as its national advertising representative.

The *Free Press* is a morning newspaper which began publication on July 1. John Barry Ryan, Jr., is editor and W. L. Thomas is advertising manager.

L. F. Muter to Direct Utah Radio Products Sales

Leslie F. Muter, formerly president of the Leslie F. Muter Company, Chicago manufacturer of radio parts and accessories, has been appointed vice-president in charge of sales of the Utah Radio Products Company, of that city.

With Rogers, Hinman & Thalen

Herbert I. Shelton, formerly secretary-treasurer of C. S. Halliwell, Inc., is now with Rogers, Hinman & Thalen, Inc., New York advertising agency, as an account executive.

E. A. Nicholas Forms Own Business as Radiola Distributor

E. A. Nicholas, formerly head of the Radiola division of the RCA Victor Company, has organized a distributing company under his own name at Chicago. It has been appointed Radiola distributor for Northern Illinois, Northern Indiana and in Berrier and Cass counties, Michigan.

Charles P. Hindringer, formerly sales manager of the wholesale department of Lyon & Healy, Inc., Chicago, is sales manager of the new company. Elmer Forsell, formerly credit manager of the Westinghouse Electric & Supply Corporation, is credit manager and H. C. Stewart, formerly with the Beckley-Ralston Company, Chicago, is service manager. Louis Sarnoff is branch manager at South Bend, where a display room and warehouse have been established.

H. A. Chase with "Shoe and Leather Reporter"

Harry A. Chase has resigned as vice-president of the Boot and Shoe Recorder Publishing Company, New York, and as manager of its New York State office at Rochester, to become New York State manager of the *Shoe and Leather Reporter*, Boston, with which he was at one time connected prior to 1922. He will also represent the *Shoe Style Digest*, *The Shoe Stylist* and other Brown, Lockwood & Davenport publications.

Food Retailer Appoints B., B., D. & O.

The McCann Company, Pittsburgh, has retained Batten, Barton, Durstine & Osborn, Inc., as advertising counsel. The company operates a single store in Pittsburgh, retailing foodstuffs on a cash and carry basis, and its annual sales run to several million dollars. A program of institutional advertising, covering the Pittsburgh territory, is planned. The account will be served from the agency's Pittsburgh office.

C. G. Pratt, Vice-President, Adolf Gobel

Curtis G. Pratt, operations manager of the New York territory of Adolf Gobel, Inc., prepared meat manufacturer, has been elected vice-president in charge of all the New York units of the Gobel company. Mr. Pratt who joined Gobel this spring, was formerly president of the Dover Shoe Company, Dover, N. H., in charge of merchandising, sales and credits.

C. J. Cartier Starts Own Business

Charles J. Cartier, formerly sales and advertising manager of the Century, Murray and Zuckerman newspaper services, and also formerly with the New York *American*, has started an advertising business under his own name at Passaic, N. J.

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Reginald Representative Calls on Kimball Kahntact

The Agency Man Isn't the Only One with Problems—Space Salesmen Have Theirs, Too

By John R. Rutherford

THERE strode into PRINTERS' INK of July 24 an article by J. Clement Boyd, criticizing the space salesman for wasting the time of the agency contact man.* Mr. Boyd complains that an agency executive has eight accounts and issues orders to 150 different newspapers and magazines. What with interviewing clients, writing copy, preparing lay-outs, Kimball Kahntact, as Mr. Boyd calls him, cannot afford the time to see seventy-five or 100 representatives during the period of a month. Yet, he is forced to see them, as well as insurance agents and shirt salesmen.

Based on two premises, Mr. Boyd gets himself tangled up in the various vicissitudes of the advertising business. One of his beliefs is that agency men are overworked. The other is that space salesmen have nothing to do but call on agencies. Never the twain shall meet, except under the auspices of Mr. Smith, the client who spends the money.

Now, Mr. Smith is a busy man, too. In addition to seeing bankers, buyers, heads of departments and agency executives, he occasionally sees a space salesman. He particularly likes to interview newspaper representatives. He worked himself up from a salesman and at one time traveled many of the cities publishing newspapers which the salesmen represent. He is always curious to know if the *Ledger* is still the leading paper in Podunk City. Did the Springfield *Times-Standard* finally pass the *Union Republican* in both lineage and circulation?

Mr. Smith is a sly old codger. When Kimball Kahntact submits a list of newspapers, he plays ignorance to any knowledge of

their value. But, yesterday he suggested the use of a different paper than that Kahntact recommended and Kahntact agreed with him. Kahntact wishes that he had seen that *Times-Standard* representative. Smith wishes that Kahntact were as good a buyer of space as he is a copy writer.

Nor has Smith forgotten the time when he was re-styling his packages. A magazine representative pointed out that changing a package was nothing new to a magazine editor. The editor of his magazine changed the cover and the whole editorial content of the magazine each month and still managed to sell over 2,500,000 people. Why wouldn't it be a good idea for Smith to show his containers to this editor? To keep 2,500,000 people interested in his magazine or product, the editor must have a pretty close feel of the likes and dislikes of the public. Smith followed the representative's suggestion and received ideas from the editor that were partly responsible for a 25 per cent increase in sales last year.

Kahntact does not know yet why Smith always wants to use that magazine.

Wants to Know a Little About Everything

One reason why Smith has succeeded is because he wants to know a little about everything. When he had a \$30,000 garage built in back of his country place, he had some worth-while suggestions to offer the architect. For example, he knew just where the electric lights should be. When he spends \$300,000 on advertising, he wants to know where it is to be spent and why—where the lights should be.

Kimball Kahntact may be an excellent copy man, but he could

*"Kimball Kahntact Complains About Space Salesmen," July 24, page 64.

borrow a leaf from Smith's book and try learning a little more about publications. He might find a thorough knowledge of publications necessary some day in his talks with his client, Smith.

Representatives ought not to be grouped all as a class. Some are intelligent representatives who have a thorough appreciation of the agency executive's time. They realize that a tremendous amount of detail constantly is coming to the agency man's desk and for him to finish his work, they must make their talks short and to the point. By the same token, alert agency men have a sympathetic understanding of the representative's problems.

They realize that sitting in the reception room with nothing to do but wait is work, but that evolving a scheme for increasing a client's sales is real pleasure. This type of agency man is anxious to have the representative see him or his space buyer, because it is their only practical means of learning the merits of publications. They, like Smith, want to know a little about all departments of their business. When their client questions the use of a certain magazine or newspaper, they are ready with a reason why it is on the list.

If money is to be spent for research, copy and merchandising experts, then even greater money should be paid to the man who is spending thousands or millions of dollars of their client's money.

The Problem May Never Be Answered

This never-ending problem of the space buyer versus the representative may never be answered. It might be advisable, however, for us to reconcile ourselves to the fact that in all industries there is a certain percentage of waste in buying and selling. I do not doubt that in the steel, automobile, building construction, as well as the advertising industries, there are just as many Lancelot Gobbos on the buying as well as the selling side of the fence.

Many agency men have made great success in the publishing business. Many former publishing men

have made their fortunes in the agency business. Come to think of it, more former publishers' representatives have succeeded in the agency business than have agency men in the publishing business.

New Accounts for Baltimore Agency

The George Jones Company, Philadelphia, manufacturer of price tag holders and price tags, has appointed the Emery Advertising Agency, Inc., Baltimore, as advertising counsel. Grocery trade journals and direct mail will be used.

This agency also has been appointed to direct a campaign for The Rowan Controller Company, electrical apparatus, Baltimore. Plans call for the use of industrial magazines and direct mail.

Appoints A. D. Waltz Agency

The Ace Lubricator Company, Los Angeles, formerly the A. A. A. Manufacturing Company, has appointed the A. D. Waltz Advertising Agency, of that city, to direct a campaign on its supplementary oiling system for automobiles. Direct mail, newspapers, and, later, business papers will be used.

Joins Forecast Radio School

C. B. Longyear, formerly with the advertising department of the *People's Home Journal*, New York, has joined the staff of The Forecast Radio School of Cookery, conducted by *The Forecast*, New York, through radio station WJZ and associated stations.

G. A. Beatty with "The Jobber's Salesman"

Gilbert A. Beatty, for the last four years with Lyon Metal Products, Inc., Aurora, Ill., has been made sales promotion manager of *The Jobber's Salesman*, Chicago.

Appoints Frank H. Jones Agency

The C. A. Benford Engineering Company, Watertown, Mass., manufacturer of C. A. B. oil burners, has appointed Frank H. Jones, Boston advertising agency, to direct its advertising account.

To Direct Builders' Supply Campaign

The New York State Builders' Supply Association has appointed Devereux & Smith, Inc., Utica, N. Y., advertising agency, to direct its co-operative advertising campaign.

Joins Botsford-Constantine

Lloyd Uhlenhart, recently a partner in the Jonas Uhlenhart Advertising Agency, Los Angeles, has joined the Los Angeles office of Botsford-Constantine, advertising agency, as account executive.

THE BANKER IS IN YOUR PICTURE!

The June circulation figures of the Journal again show a splendid increase through the past six months.

* * *

As of June the net paid shows close to 37,000, a gain of well over 2,000 since the December statement and proof positive that reader interest in the Journal is constantly touching a new high point.

* * *

Now more than ever before the Journal can be helpful to every advertiser, for with the coming revival of business Bankers will be brought more and more into the picture in planning the purchases for the major industries of the country.

* * *

Let us send you one or two recent issues of the Journal so that you may see for yourself the various copy angles used by some of the country's foremost advertisers. If you want the Journal's whole story or facts and figures on any specific angle of the bank market just phone or write one of the men listed below.

* * *

Alden B. Baxter, Adv. Mgr.
J. Howard Snow
New York, N. Y.

Charles H. Ravell,
332 South La Salle St.,
Chicago, Ill.

Cupit & Birch,
Kohl Building,
San Francisco, Cal.

846 So. Broadway,
Los Angeles.

"Groucho" Again

"Groucho" said recently, "Can you tell me why the honorable agent's advice is ignored, or is regarded as no good until a banker verifies it? Perhaps these guys have to believe bankers and don't have to believe us. Ten years of straight, square dealing hasn't persuaded the client that we wouldn't advise him to spend a cent more than his business needs, but our million looks good when his banker expert advises a million and a half."

"Groucho" knows the Banker is in the picture.

In every business picture the Banker figures somewhere. Bankers look upon advertising in a vastly different manner than they did ten years ago. Today wise advertisers are constantly telling their story to Bankers through this, the Bankers' own publication. Don't overlook the Banker when his support can be gained so easily.

* * *

AMERICAN BANKERS
Association
JOURNAL

110 E. 42nd STREET NEW YORK CITY

Edited by James E. Clark

SIS

for Instance:—

NEWARK

NEW JERSEY

Population:

444,170

can be covered
completely and
thoroughly by
The Voice of the
Sky for only:

\$1,600⁰⁰



full information and

Estimates promptly furnished upon request

N. Y.

The VOICE of the SKY, Inc., 420 Lexington Ave., New York, N. Y.

"It's usually very shabby"

Editor
Child Life

Dear Editor:

When the next one arrives, our copy of Child Life has been read and reread, colored, and looked at so much that it's usually very shabby.

We frequently lend Child Life to the neighbors.*

The children find Child Life great fun . . . Each issue is a brand new glorious adventure.

Mrs. F.
Ft. Atkinson, Wis.

*66 $\frac{2}{3}$ % of Child Life copies are read by an average of 9 people

CHILD LIFE

Rand McNally & Company, *Publishers*

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Bones in the Cupboard

Old Mother Hubbard Merchandising Not the Policy of Progressive Stores

By Roy Dickinson

IN last week's issue, under the title of "Santa Claus Buying," Edgar H. Gault, of the University of Michigan, blamed manufacturers for the present sad state of retailers' stocks, a condition to which PRINTERS' INK has been calling attention in a series of articles.* It is the super-styling which so many manufacturers have used—green and white stripes on porch swings, red dust pans—he thinks that is responsible. For staples, large advance orders are being placed, he said. Only on style merchandise is picayune purchasing the rule.

Yet in the same mail with Mr. Gault's article came a letter from one of the best known makers of staples in the country to say "the distributors of the United States have gotten to the point where the restriction of stocks of merchandise has become an obsession." This manufacturer also pointed out that the retailer's attitude had brought with it the restriction of the possibility of purchase which consumers were willing to make and said: "It does not seem unreasonable that retailers should be willing to anticipate their needs on staples for thirty days."

In the same issue, a letter from A. Stein and Company, makers of Paris garters, than which there are few things more staple, indicated that many of the distributors of their product had been "buying staple notions only as you sell them."

If Mr. Gault were selling merchandise, being governed by his customers' orders, he, too, I believe, would agree that orders for one article, where gross orders were once the rule, is holding up business.

*"Picayune Purchasing—Bone-Headed Buying," June 19; "Old Mother Hubbard Merchandising," July 3; "But When She Got There," July 17, and "Old Mother Hubbard's Dog," July 24. See also article on page of this issue.

Other evidence comes along every day. A manufacturer ready to replace articles at 33-1/3 per cent off the price of last fall points out that stores that don't seem to know what turnover means refuse to sell the merchandise he makes at 25 per cent less and allow him to replace at the lower price. He has real evidence to offer.

Another man points to S. Klein, of Union Square, New York City, the retailer who, with no rugs, fountains or flowers, managed in one day to clean out his entire stock, get receipts of \$229,000, and replace for another day's sales. All merchandise on racks, customers help themselves, over 1,000 clerks who don't sell but help customers select, merchandise that doesn't sell moved to lower-priced sections; turnover all the time and cash coming in every day for replacements.

Not many retailers can operate on the Klein method, his store is unique, but many big stores are doing a fine job in these trying times, giving manufacturers a square deal, giving their customers what they want, and, incidentally, piling up profits while some hyper-cautious exponents of Old Mother Hubbard merchandising are dipping into red ink.

It seems only fair that after setting down the facts about the picayune purchasers, that I should pay tribute to the other type of management and I now proceed to do so.

There are probably many such stores. It so happens that three of them have been brought to my attention in letters from manufacturers and their salesmen. One of the latter, whom I quoted in a recent article, thanked the gods for McCreery and Lewis & Conger. Two manufacturers referred to the same stores, others to Hochschild, Kohn & Company, of Baltimore.

I notified these retailers of the fact and asked them to tell me

how they were operating. All three answered and I take pleasure in presenting their viewpoints. First there is James McCreery & Company, of New York City. Neil Petree, first vice-president, tells in the following paragraphs how, through complete assortments, more advertising, and the enthusiastic co-operation of the staff, McCreery's has gone ahead:

"From October 1, 1929, to February 1, 1930, we lost sales volume as compared to the same period the year before. This was somewhat to be expected as the drastic stock market depression had an immediate effect upon business.

"In planning for our spring season, which begins on February 1, we had to come to some decision as to what our prospects were. We felt that there was business to be had for those who would go after it. We believed that aggressive promotion of wanted merchandise backed up by a more interested service and enthusiastic organization would bring us business even though general conditions were not good.

"We called our buyers together and informed them of our program. We told them that we would insist upon complete assortments, upon the maintenance of McCreery standards of merchandise, and upon a policy of adjusting our prices to changed market conditions. We agreed to spend more money for publicity, to employ more, rather than less, selling help, but to eliminate all services, systems, bureaus, etc., that we could possibly get along without.

"Fortunately, our sales showed an immediate increase and we have gone ahead every month with the exception of June when our loss was slight, probably due to the secondary stock market slump. We are optimistic as to the future and expect a good fall season. We are holding fewer store-wide sales, but more departmental events. Our stocks are about the same as a year ago, and are undoubtedly better assorted. Our prices are of course much lower, but our quality and fashion standards remain unchanged. We believe that our

organization must be enthusiastic to put such a message over in times when so much unnecessary gloom is being spread and we are continually working upon this phase of our problem."

Aggressive promotion of wanted merchandise and quick turnover as described by Mr. Petree is a fine formula. Bones in the cupboard is a far better policy than bare shelves and McCreery's is proving it dramatically. It enjoyed an increase of 17 per cent over July last year, it is understood.

In the following statement Walter S. Hamburger, advertising manager of Hochschild, Kohn & Company, Baltimore, not only refutes the statements of those who deny or try to shut their eyes to the fact that picayune purchasing has held back trade, but he brings out another important point. His store is keeping in mind the manufacturer's problem. He speaks not only of "the general hysteria which seems to have afflicted the department store business," and "the short-sighted policy which cuts orders to the bone," but also tells how his store is doing its share to help all business by placing fall orders as early as possible. He says:

"We are glad to know that in your opinion we have escaped the general hysteria which seems to have afflicted the department store business during the past few months.

"There are many reasons why we have found ourselves in this enviable situation. Perhaps the most important of them lies in the fact that, ever since the beginning of this store, we have been building good-will through constant and careful attention to every phase of customer contact. Our liberality in the matter of exchanges and adjustments has frequently been the subject of severe adverse criticism; but we have found that this has been a most potent influence in establishing the store in public favor.

"We have endeavored always, by example and precept, to make this a friendly store and to insist that every member of our staff understands our wishes in this mat-

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ter. We have done comparatively little institutional advertising in the newspapers, preferring to have it go out through that very much more important medium—the spoken word of satisfied customers.

"We find that a store built upon a foundation of good-will such as this is less subject to decline in business in times of stress. We have been through several so-called 'panics' without loss of volume, and we are going through the present conditions in similar fashion. When the decline in commodity prices came, instead of finding our departments overstocked, it found us open to buy in practically every department in the store. Our instructions to our department managers have always been to maintain complete assortments, and these instructions have not been changed since the drop in commodity prices began. We have not curtailed our buying, nor have we allowed our assortments to deteriorate. Naturally, our merchandise people are buying cautiously, with a view to a further drop in prices, but our orders are continuing at about the usual level and our volume is entirely satisfactory.

"Only recently, we issued instructions to our department managers to place their fall orders for Baltimore-made merchandise as early as possible, in order that as many of our local industries as possible might be kept busy during the dull season. We are following this policy also with out-of-town orders, realizing that the prosperity of not only our own city, but of the entire country can be restored only if our industries are kept busy and money is kept in circulation.

"We have no patience whatever with the short-sighted policy which cuts orders to the bone and thereby materially reduces the purchasing power of a very important fraction of the consuming public."

The manufacturers' angle, and a realization that the good-will of manufacturers is important, is shown in the following delightful and human letter from R. V. Lewis, Jr., of Lewis & Conger, New York.

Here it is:

"Quite frequently, we have been amused by the semi-humorous reports from some of the salesmen of the 'wholesale order for one, one hundred and forty-fourth part of a gross.' I shall be very glad to try to explain one or two reasons for our disapproval of and disinclination to follow this practice.

"In the first place, we have a very strongly entrenched dislike of having to disappoint any customer with a report that what they wish is 'just out of stock.'

"As you undoubtedly know we have taken great pains to build up the confidence in our clientele that they can always get what they want at Lewis & Conger's. We are not going to jeopardize the loss of this confidence for the sake of a small oversupply of merchandise which, if it does not turn over this month or next, will certainly be in demand and in motion the following month.

Playing the Game

"We also firmly believe in playing the game with our manufacturers. We expect them to be prepared to supply our needs when they are in excess of our first calculation, and we fully realize that they cannot do this unless we also support them by carrying along a reasonable stock at all times. It is obvious that this practice is especially valuable to the manufacturers at a time like the present. And we find that this investment in the good-will of the manufacturers is just as important as is the good-will of our customers to us.

"We have not let the present situation make any change whatever in our advertising plan, but have carried out the schedule as originally planned. The results have not been as good as in the last two or three years, that is, they have not produced as much in dollars and cents sales as previously. But they have served to maintain sufficient volume of business to require a steady though reduced inflow of merchandise. And we are willing to maintain a good-sized inventory, even in the face of rumored price

reductions, for the reason that we feel that no considerable price reduction is probable which will be profitable to the manufacturers unless it is accompanied by a reduction in the payment to labor. And we do not consider that a reduction in labor wages in the factories is a desirable movement at this time. A reduction of 10 per cent in the wholesale prices, with a corresponding reduction in the retail prices would make no broad appeal or cause any considerable increase in retail sales, in our opinion, with a public that has been so copiously fed on announced reductions of 50 per cent or more. And so we do not advise manufacturers to sacrifice their entire profit for the sake of such a reduction. We are still old-fashioned enough to think that a reduced business at a small profit, is preferable to a large business at no profit or at an actual loss.

"This does not of course mean that we are opposed to reductions in prices that are made possible by a properly decreased cost of raw materials, or of increased efficiency in manufacture. But it does mean that where neither condition exists, we are glad to co-operate with our sources of supply by following the advice of Calvin Coolidge and 'buying what we need and can afford.'"

Now that, I submit, is a fine example of sound common sense and a sane philosophy of business which ought to be far more prevalent than it is. Particularly important I believe are the ideas that an investment in the good-will of manufacturers is of equal importance to the good-will of the store's customers; that the public, fed on high-pressure announcements for years of slashing reductions running as high as 50 per cent is not going to stand in line for a 10 per cent reduction, and that a general reduction of wages is not desirable at this time. In the latter view Mr. Lewis is in agreement with some of the largest employers of labor in America, as was shown in the article in last week's issue of *PRINTERS' INK*, "Bigger Than Balance Sheets."

These facts are facing retailers:

1. Wages are not likely to be cut.
2. Stocks on shelves are getting low.
3. Purchasing power of the masses remains and will remain almost constant.
4. Customers don't like to be told "we are just out of it."
5. Manufacturers would like to go ahead on fall plans.
6. If they are not left totally in the dark by picayune purchasing, they will go ahead.
7. That fact means more men at work at good wages.
8. Good wages paid more men means more money at retail counters spent by workers' wives.
9. Either we are going ahead on this basis or we are inviting a drastic liquidation, several years in duration.
10. Even with severe unemployment, there is more money to be spent for more things in this country than anywhere else in the world.

So long as retailers are going to continue to do business in this country, so long as it is in their power to start a virtuous instead of a vicious circle, doesn't it seem too bad that more of them don't adopt the policy suggested by the three successful and progressive stores mentioned? If instead of seeing how little they could get along with, a few thousand retailers looked at their low stocks and ordered now for fall business, the log jam of business would be on its way to a fine, noisy opening up.

The fall business that every individual is counting on is now only three weeks ahead of us. Order now. Order today. Order adequately. Aggressively order and aggressively promote wanted merchandise are the two things which every retailer who hopes to make a profit must do. This very day is the time to start.

Appoints Los Angeles Agency

The William A. Ingoldby Company, Los Angeles advertising agency, has been appointed to direct the advertising account of the new Twenty-nine Palms Hotel, Twenty-nine Palms, Calif. Newspaper and radio advertising will be used.

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FAT PAYROLL CHECKS

Payrolls mean purchasing power, and purchasing power means profits.

The annual payroll of 1,500 industrial concerns operating in the Oakland Market is more than \$69,490,000. Of this vast sum, the greater part is spent right here.

Shrewd national distributors have found it profitable to concentrate sales efforts in this area. More are doing so every day.

An investigation of this market of more than half a million consumers is worth your while.

Oakland Tribune

OAKLAND, CALIFORNIA

(Member A.B.C.; the 100,000 Group of American Cities)

National Representatives

WILLIAMS, LAWRENCE & CRESMER CO.

NEW YORK

CHICAGO

LOS ANGELES

SAN FRANCISCO



The Reading Times

all morning papers in

This record is, of course, the result of the READING TIMES' phenomenal growth in circulation . . . climaxed by a daily net paid A. B. C. average for the first quarter in 1930 of . . .

42,128

. . . which is the largest A. B. C. audited average ever attained by any Reading newspaper. This figure is for the TIMES' one and only edition, and represents a lead in net paid circulation of several thousands over the Reading Eagle's several editions combined.

THE READING

Morning Except Sunday — A. B. C. Member —

NEW YORK
59 W. 40th Street

DETROIT
General Motors Bldg.

KANSAS CITY
Waldheim Bldg.

CHICAGO
307 N. Michigan Ave.

NATIONAL REPRESENTATIVE
KATZ SPECIAL
ATLANTA
and South

ngTimes Leads ers in the United States

**in advertising lineage gain
for the first six months of 1930!**

Media Records' figures establish another record for the **READING TIMES** ... one of America's most progressive newspapers.

The **TIMES'** gain of 353,691 lines for the first half of 1930 over the same period of 1929 was the **LARGEST GAIN** shown by any week-day morning newspaper in the entire country.

It is particularly significant in view of the fact that the Eagle, Reading's second paper, **LOST** 405,440 lines week days and 569,841 lines, including Sundays, in total advertising during the same period.

Moreover, during the first six months Media Records' figures also show the **READING TIMES (week days) ahead of the Evening Eagle (week days) in local display, automotive display, and running neck and neck in financial, classified and total.**

The history of the **READING TIMES** has been one remarkable record after another. More records are to come.

ADING TIMES

- A. B. member — Line Rate 10c Flat

ENTATIVE KATZ SPECIAL ADVERTISING AGENCY

CHICAGO
Michigan A
Atlanta and Southern Bank Bldg.

ATLANTA

DALLAS, TEXAS
Republic Bldg.

SAN FRANCISCO
Monadnock Bldg.

Thrifty Folk

Localities differ in many ways; climate, fertility, agriculture, type of manufacture, kinds of people:—

York County Pennsylvania

was chosen by the original "Pennsylvania Dutch" for settlement—that in itself explains the prosperous type of community that has developed with York, Pa., as its central city and

THE YORK, PA. GAZETTE AND DAILY

as its morning newspaper with complete and intensive coverage.

We urge you to investigate.

HOWLAND & HOWLAND

National Representatives

NEW YORK
393 Seventh Ave.

CHICAGO
360 N. Michigan Ave.

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How Swift Dramatizes the Everyday Facts of Its Business

Educational Campaign, Started in 1918, Continues to Tell Farmers and Consumers of Packing House Service

TAKE the total amount of money received by Swift & Company for 1929, divide by 365 and you get a figure representing the average receipts per day. Add together four and one-third such days and you get a figure representing the total net profit of Swift & Company for that year.

In other words, according to Swift copy to appear in August farm publications, 1929 profits, in the form of dividends to stockholders, and surplus, comprised only four and one-third days' sales income. The remainder, as the layout graphically illustrates, went for the purchase of livestock, poultry, butter fat, eggs and cheese, and for wages and overhead. For instance, an amount equal to the gross income of the company for six months was paid to producers for cattle, calves, sheep and hogs. It took approximately four months income to pay for the butter fat, poultry, eggs and cheese purchased during the year. The money received in a little over two months went for wages and salaries and all the other expenses of preparation and distribution.

This interesting presentation of "where the money goes" is no new departure in the advertising policy of Swift & Company. It is but the latest manifestation of an educational campaign which has been running continuously since March, 1918 — a campaign originally made necessary, as the Swift Annual Year Book once put it, "by a prejudice engendered by misrepresentation and unfair investigation."

"We have told," the report for that year

(1924) went on to state, "more interesting facts about our business than perhaps have ever been told by a private corporation. Although some misunderstanding still exists, we believe that our statements have convinced the public that we are engaged in an honest, competitive business in which we are striving to serve the public to the best of our ability."

Since that statement, still another six years have passed, six years during which Swift has continued to lay its institutional message before farmers and consumers — in the sound belief that understanding will always minimize adverse opinion and prejudice.

"This campaign," says R. D. Hebb of the Swift advertising organization, "has never varied fundamentally since the day it started. By presenting straightforward facts in a frank and interesting manner it has endeavored simply to place before those with



... the money
from 4 1/3 days' sales
in return for 1 year's work

Swift Has Been Telling Farmers "Where the Money Goes" for Many Years—This Is the Latest Way in Which the Story Is Told—Above Is Part of an Advertisement

whom we deal a true picture of the exact function, size and policies of Swift & Company and the meat packing industry as a whole.

"Quite naturally the subject matter for such a campaign is not of itself either particularly dramatic or interesting, for we are dealing with what are to us the everyday, routine facts of our business. Our problem is to find constantly new and graphic ways of presenting these facts, ways which will capture attention without sacrificing dignity. The calendar advertisement is typical of the method we use."

G. H. Doran Joins Hearst Organization

George H. Doran has resigned as vice-president of Doubleday, Doran & Company, publishers, to join the William Randolph Hearst organization. He will devote his attention to the magazines, newspapers and books published by that organization, giving special attention to contacts with foreign writers. He was formerly president of his own publishing business which was merged in 1927 with Doubleday, Page & Company. He will retain his stock interest in Doubleday, Doran & Company and there will be no change in the name of that concern.

New Accounts for McCready-Parks

J. W. Cooper & Company, New York manufacturers of the Gym-Boat hydraulic rowing machine, have placed their advertising account with McCready-Parks, New York advertising agency.

This agency has also been appointed to handle the advertising account of the Miniature Golf Courses of America, Inc., New York. Business publications, newspapers, magazines and direct mail will be used for both accounts.

Glen Jocelyn with Dorrance, Sullivan

Glen Jocelyn has joined the copy staff of Dorrance, Sullivan & Company, Inc., New York advertising agency. He was formerly with Fuller & Smith, Cleveland, now Fuller & Smith & Ross, Inc.

Appoints Kirkpatrick Agency

The Eversharp Lawnmower Company, Portland, has appointed the W. S. Kirkpatrick Advertising Service, of that city, to direct its advertising account.

Death of F. J. Green

Frank Jasper Green, proprietor of the Green-Higgins Advertising Company, Columbus, Ohio, died recently at that city. He was fifty-seven years old.

Chain Stores Know Their Costs

"**K**NOW your costs," independent retailers have been told; "that is one of the secrets of chain-store profits."

Just how well chain stores do know their costs is shown by the following memorandum, headed "Cost of Sales," written by a chain-store manager for the benefit of his assistants (this particular chain figures roughly on a selling cost of \$20 on every \$100 of sales):

"By lessening the cost of sale we increase the profit. Included in the cost of sale are:

1. Wages of employees.
2. Cost of merchandise.
3. Incidental expenses.
 - (a) Light.
 - (b) Breakage, i.e. shrinkage.
 - (c) Rent.

"Throughout the working day there is a varying cost of sale.

"From 9:00 A.M. until 9:30 A.M. the cost of sale is at its lowest because only one-half of the sales girls are at work.

"From 9:30 until 11:30 the cost of sale is normal with the full staff working.

"From 11:30 until 2:30 P.M. the cost is raised again because of the dinner hours.

"From 2:30 until closing time, 7:00, it is back to normal again.

"This means that on a Monday, for instance, there is one-half hour when the cost is low. But the amount of sales in this time is generally very small, therefore the cost is actually high so far as the selling is concerned. And on Monday (9 A.M.—7 P.M.) there are only four and one-half hours when the sales girls are actually working under full quota."

To Advertise New Anti-Freeze Product

The Puritan Soap Company, Rochester, N. Y., has started a sales and advertising campaign throughout the Eastern part of the country to feature its new anti-freeze product for automobile radiators. Newspaper, business paper, direct-mail and radio advertising will be used. Hughes, Wolff & Company, Inc., advertising agency of that city, has been appointed to direct the account.

In Seattle . . . it's the Home-owned Times

The 6-Months' Record of Net Paid Newspaper Linage in SEATTLE ▲▲▲▲

A GAIN, De Lisser Brothers' report of net paid advertising lineage in Seattle newspapers clearly demonstrates the outstanding leadership of The Seattle Times among media in the busy and growing Puget Sound market.

De Lisser's Report

NET PAID ADVERTISING LINAGE

6 Months Ending June 30

THE SEATTLE TIMES

(E. and Sun.)

8,153,822

THE POST INTELLIGENCER

(Hearst: M. and Sun.)

4,654,856

THE SEATTLE STAR

(Scripps: Evening)

3,358,324

The Seattle Times leads its field in National, Local and Classified lineage, and in 21 out of 24 advertising sub-classifications reported by De Lisser.

THE SEATTLE DAILY TIMES

O'MARA & ORMSBEE, Inc.

National Representative

New York Detroit Chicago

San Francisco Los Angeles

Henderson and Retailers Split on Trading Stamp Issue

Radio Orator Insists on Selling "Hello World" Stamps, Despite Opposition of Dealers

By R. W. Clarke

W. K. HENDERSON, whose radio attacks on the chain stores caused such strong agitation a few months ago, seems to have gone a bit too far in his effort to obtain revenue to finance his broadcasts against "the Wall Street gang of loafers."

The "Fighting Colonel," as he likes to be called, gathered in much money by selling memberships in his Merchants' Minute Men organization at \$12 each and by retailing "Hello World" coffee at \$1 per pound. The dealers were willing enough to contribute the membership fee and did not object seriously to the coffee deal although, to quote L. F. Padberg, secretary of the Missouri Retailers' Association, they did not consider the latter to be "exactly right."

But now they are proceeding to lay down the law to the colonel because he is agitating the use of "Hello World" trading stamps—sold by himself, of course, and ostensibly for the welfare of Station KWKH. The trading stamp idea represents a form of merchandising that many retailers are trying to get away from. In fact, their organizations have succeeded in having the stamps made illegal in four or five States—thus falling back on the old and convenient expedient of having enacted law try to do something for them that they could not accomplish for themselves. The various State and local associations set down policies against the use of stamps on the ground that they represented an unnecessary tax upon the retail store, and called upon all members to banish them from their business. But there were cheaters; hence the legislation.

But it seems that Mr. Henderson, in airy disregard for all this, got the idea that trading stamps

would be a powerful weapon to aid the retailers in their fight on the chains. He admitted the stamp was an expense to the dealer, but thought this was a small item to be considered, inasmuch as the consumer would welcome and want profit-sharing facilities of that kind. Reasoning thus, what kind of stamp better than the "Hello World" variety could be used?

Also, who was in a better position to merchandise them than Mr. Henderson with his radio station?

I have been able to secure copies of some interesting correspondence between Secretary Padberg and Mr. Henderson in which the whole matter is aired.

Mr. Padberg, whose office is in St. Louis, wrote to Mr. Henderson:

"It has been reported in a meeting that you are going into the trading stamp business. That you are selling them over the radio, thereby educating the people to expect something for nothing, from the independent retailer.

"That the 'Hello World' stamps are their legitimate cash discount, thereby inferring the independent retailer has been overcharging.

"Are you going to be a party to a scheme that will foster an unbearable burden on the independent retailer?

"Do you realize if he adopts your trading stamp scheme, he must either overcharge or rob himself?

"In either case, the chain store will have the most formidable weapon, 'price appeal.'

"Do you realize the injury you are doing some independent retailers, when you encourage the other to give away their wares? Instead of creating harmony, you sow discord.

Influence

"For nearly half a century The Inland Printer has been the greatest and best educational influence in the printing industry," writes Henry Lewis Bullen, librarian of The American Typefounders Company and recognized as an authority on printing.

Such good-will and respect is earned through past service. But the sense to know what the printing industry needs today and the ability to publish it interestingly continues to build a background of reader-interest which insures that advertising in The Inland Printer pays the advertiser.



The Inland Printer



330 SOUTH WELLS STREET, CHICAGO, ILL.

New York Office, 1 East 42d Street





Villa De Metre, Wilmette, Illinois

The "Hot Dog" Stand Grows Up!

The old time hot dog stand is a thing of the past.

It has been replaced by modern wayside inns and barbecues, like the Villa De Metre, at Wilmette, Ill., where they serve a million barbecue sandwiches a year, and know nothing about business depression.

These modern up to date wayside business places represent an enormous buying power. Manufacturers can profitably sell these prosperous merchants, who are always looking for new ideas and better ways of doing things through their own trade journal—

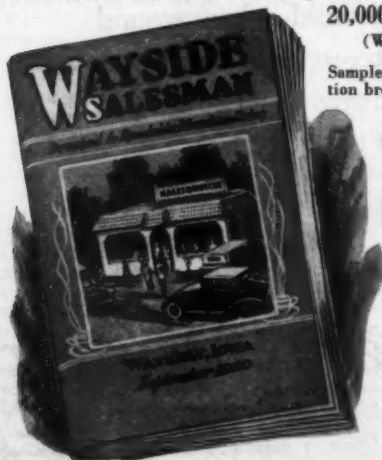
The WAYSIDE SALESMAN

National advertisers like Edison General Electric Appliance Co., Doughnut Machine Corp., G. Washington Coffee Co., and others are profitably using the WAYSIDE SALESMAN. So can you.

20,000 Circulation Guaranteed

(Winter as well as summer)

Sample copies, rate card and circulation break-down sent on request . . .



WAYSIDE SALESMAN

WAVERLY, IOWA

Published by
Waverly Publishing Co.
Publishers of the famous
Waverly Poultry
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"Now listen! You were doing good to the public when you exposed the chain-store menace, their thieving practices, their detriment to the public.

"The laborer, the wage earner, never realized his own elimination as he did since you told the chain-store story over the air.

"The independent retailer did not condemn your practice of selling coffee at \$1 per pound, although he did not consider it 'exactly right,' because he realized the impossibility of operating your station without revenue.

"To show his appreciation of your work, the independent retailer donated to you, he joined your Minute Men.

A Twenty-five-Year-Old Fight

"The members of the Missouri Retail Merchants Association have sent you thousands of dollars to help you continue this work. They have been fighting trading stamps, and chain-store systems over twenty-five years.

"Because you brought their story into the home, they joined hands with you. 3,500 copies of the 'Missouri Messenger' carried your story into the homes of the members monthly, 15,000 inserts are placed into packages each month, thereby finding their way into the hands of the father, the mother, the child, requesting them to tune in on KWKH and listen to Henderson.

"Our members have praised your work, at meetings and conventions. Officers were going out into many towns, organizing new associations, have praised your work, and advised to tie up with you, to contribute.

"The independent retailer has spread your good work over his counter, to the public, personally.

"You have grown to be one of America's most popular men. No man ever received ready financial as well as moral support as you did, from the American public.

"Now, are you going to throw this aside for a few paltry dollars? Are you going to help

foist a system on the independent retailer more vicious than any chain-store system? Between both, the independent retailer faces extermination.

"Trading stamps are parasites. They live entirely on the independent retailers' labor. They market no goods. They build no cities. They create no opportunities. Most merchants, realizing their mistake too late, give up the ghost, or the stamps.

"Now, Mr. Henderson, if you are the courageous man we think you are, give us an expression that is honest and frank. We must choose. There is no neutral ground. If you intend to go with the trading stamps scheme, we are against you.

"It then becomes my duty as secretary of the Missouri Retail Merchants Association to stand by their resolution, which is over twenty-five years old, one we reiterate annually; namely, the Missouri Retail Merchants Association is unalterably opposed to trading stamps and gift schemes of all kinds.

"The schemes are unbusiness-like and deceptive. It is unfair for one merchant to give away another's merchandise, on which he relies for a living. Such practices drive men apart. Instead of creating confidence they breed hatred. Instead of building communities they destroy them. Instead of feeding a locality they drain it.

"We intend to stand by this resolution. We hope your intention is to be the independent retailer's friend and not his enemy, thereby becoming an ally of chain-store systems.

"Let me hear from you soon."

Mr. Henderson replied at once, informing Mr. Padberg that he never yet had joined in a cause that he was unwilling, candidly and openly, to attempt to justify. And then the letter proceeded like this:

"The trading stamp was determined on by me—not only as an effective means of aiding in the fight through publicity, but as a powerful means of appealing to the selfish side of the purchaser

and consumer. Selfishness is not to be commended, but more often than any of us might be willing to admit, it is invariably persuasive and, not infrequently, it is the channel through which you have to go to educate the greater part of the world.

"The making up of my mind as to the value of the trading stamp was not in the least determined by how it would be immediately accepted by the independent dealers or merchants. I apprehended their opposition in the light of their want of understanding. This want of their understanding was more than offset by my confidence in what their judgment would be in the light of an acquired understanding.

Not Objectionable

"You, nor any other who offer objections to the trading stamp, will contend that they are objectionable to the purchaser or the consumer. To safeguard belief in your own sincerity, you will have to admit so patent a fact. The determination of this fight depends—not on what the man who has the merchandise to sell wants, but on what the man who buys the merchandise wants, and the tradesman who cannot subordinate his own views to the views of those upon whom he must depend to survive is a failure before he starts.

"The merchant who is able to increase his business through a method that appeals to customers and which draws them to his place of business and, then, is unable to take care of any justified increased cost incident to it, will not and cannot succeed on any basis.

"By way of stressing the point that the customer is the man to please, I will cite as a concrete example an incident that occurred in New York's leading, most popular and successful hotel. A patron, or guest of the hotel, was in a controversy with one of the clerks at the desk and it became necessary to call in the manager for its adjustment. The

guest stated his side of the case and the manager immediately declared that the patron or guest was right, whereupon the clerk remarked that he had not been heard. The manager replied that in all fairly controversial questions this hotel had no right to be heard because—in such instances, the guest and patron of this hotel was always right. I concede the difficulty of impressing this wholesome truth upon many of our inexperienced independent business men—however, I have hopes.

"Did it occur to you that a member of the national organization of M. M.'s required or implied no obligation to use 'Hello World Trading Stamps'? Though, under contract with the Hello World Trading Stamp Corporation they are precluded from selling them to any one other than a member of the M. M. M.

"Until I am shown in a practical and substantial way to the contrary, I will hold to my conviction that as a means of impressing and informing those who buy and consume, the 'Hello World Trading Stamps' is both effective and powerful.

"In support of my contention as to the advantage of the trading stamp, I refer you to those successful institutions that have adopted it and, for illustration, I cite you to the United Cigar Stores, a chain institution. The United Cigar Stores is a creature of the American Tobacco Company. The American Tobacco Company fixes the price of the raw material, from which comes its manufactured products. It then fixes the price at which the public can buy these products. Notwithstanding this arbitrary power to say what its profits must be, it forcefully appeals to the public through the trading stamp or what it sees fit to call coupons.

"I appreciate the hearty co-operation I have received from the Missouri Retail Merchants Association. We are working for a great cause. To save our coun-

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try from the chains and monopoly, we must win and, it is needless to say—'United we stand; divided, we fall.' Therefore, I am hoping after reading this letter, you will understand my position and that I may hear from you at an early date, advising to this effect."

The two letters seem to tell the whole story. Mr. Henderson's explanation and defense, far from allaying the opposition of the dealers, seems to have accentuated it, if anything. Paul A. Lovewell, editor of *The Merchants Journal*, Topeka, Kans., and one of Henderson's most ardent supporters and admirers, openly declares that the Colonel's foot apparently has slipped, and speaks of his having fallen into the "trading stamp trap." Mr. Lovewell states that "maybe this trap was set for him by the chain-store gang," and further expresses the belief that "Henderson, not having long been associated with retail merchandising and having no background, fell for the talk."

It will be observed from the Colonel's letter, however, that he thinks he has plenty of background and regards himself as being justified in reproaching dealers for "their want of understanding."

Mr. Henderson is in error also in his reference to the United Cigar Stores using stamps and coupons. These stores quit them about a year ago on the ground that they cost too much.

K. C. Bowman with Dock and Coal Company

Kenneth C. Bowman, previously assistant to the president of the Gifford-Wood Company, Hudson, N. Y., has been made general manager and controller of the Dock and Coal Company, Inc., Plattsburgh, N. Y. He was formerly Eastern representative of *Factory, now Factory and Industrial Management*.

Washington Press Association Elects

H. P. Everest, publisher of the *Kirkland East Side Journal*, has been elected president of the Washington Press Association. H. E. Van Ommoren, of the *Cashmere Record*, has been elected treasurer and David H. Dickson, of the *Elma Chronicle*, secretary.

Asks Space Buyers to Answer Their Mail

THE AMERICAN FORESTRY ASSOCIATION
WASHINGTON, D. C., JULY 26, 1930.

Editor of *PRINTERS' INK*:

I have just finished reading "Kimball Kahntact Complains About Space Salesmen," by J. Clement Boyd, published in your issue of July 24. I think Mr. Boyd takes a most unfair attitude toward space salesmen. These people do not underestimate the value of a space buyer's time, nor do they feel he should give all of his time to them.

But space salesmen would not come to the agencies with their story unless they themselves felt it had possibilities. Nor would they ask a space buyer's time unless they felt the account they were soliciting was logical for their publication.

I grant that a lot of time is wasted on both sides and I cannot understand why more contacts cannot be made by mail. But what are you going to do when your story is sent to an agency by mail and no acknowledgment is forthcoming? We do not know what kind of an acceptance it had, and the only alternative is to hound the space buyer until he sees us.

After the advertising manager of a company has been seen and you are requested to see his agent, why should this agent refuse such an interview or consider such an appointment after such a request is made by mail? I believe that if agencies would take a little time to answer letters sent to them, a great deal of time could be saved.

FRED E. HORNADAY,
Business Manager.

Leaves Munn Sign and Advertising Company

E. Frank Munn has retired as president of the Munn Sign and Advertising Company, Atlanta, which was sold last year to Claude Neon Lights, Inc., with Mr. Munn retaining a stock interest. Mr. Munn is planning to organize a new advertising business at Atlanta at a later date.

Joins Jay H. Maish Company

Reginald Vacha, artist, has been added to the staff of The Jay H. Maish Company, Marion, Ohio, advertising counsel. He previously had been with the Reserve Lithograph Company and Rans Brothers, of Cleveland, and the Monroe Letterhead Corporation, Akron, Ohio.

Appoints Lampport, Fox

The South Bend Lathe Works, South Bend, Ind., have appointed Lampport, Fox & Company, advertising agency of that city, to direct their advertising account.

Joins Ramsay Organization

Fred Diefenbach, formerly with the Wright Illustrating Company, has joined the staff of the Robert E. Ramsay Organization, Inc., New York.

What Your Reader Reads Out of It

What You *Write Into* Your Advertisement May Not Be What the Reader Reads Out of It

By Aesop Glim

YES, there is a Mrs. Glim! (She was a Miss Jowd—years ago.) But while Mrs. Glim is a reasonably intelligent person, and a good housekeeper, and knows a great deal about food and clothes and interior decoration—and while she is an inspiration and primary incentive to all my work—she is practically worthless to me as a *critic*. She supplies me with all kinds of useful information, but she is hardly more competent to criticize my writings—than am I.

Mrs. Glim has read so many thousands of words of the writings of Aesop Glim—and listened to so many thousands of words of the talking of Aesop Glim—she now knows as soon as I do whatever it may be that I am endeavoring to *write into* an advertisement; and we both *read out* of it just what we think I wrote into it. Which provides no criterion, whatever, as to what the ultimate reader-prospects of the advertisement will deduce.

Nevertheless, I have an ideal proving plant—or testing ground.

At an early age, Mrs. Glim was good enough to acquire a brother. He is now married and Mr. and Mrs. Jowd represent a pair of simon-pure layman consumers. My brother-in-law and his wife are great assets to me; they both admit that they know nothing whatever about advertising—and that is one fact on which I am in entire agreement with them. Wherefore, when I hear Mr. and Mrs. Jowd commenting on an advertisement in a publication, on a poster, a car card, or elsewhere—I listen. And I also learn.

If you haven't a Mr. and Mrs. Jowd in your repertoire, you'd better do something about it. What they *read out* of advertisements—their "reactions," if you're not too tired of that word—will surprise you, to say the least. Here are some typical comments:

"Would you eat that?"

Mr. Jowd was calling his wife's attention to an advertisement in which an ear of corn was pictured. He was speaking of the ear of corn. The artist, his inciters and critics, had conspired to produce a picture of an ear of corn, on which every kernel was virtually perfection. Such delineation! But what was the result? A cob to delight any horse—but a nightmare of prospective indigestion to any human being.

Old Aesop Glim will forego moralizing, for once—if you will look up the article, "Realism or Modern Impressionism in Food Illustration?", by Thomas F. Walsh in *PRINTERS' INK MONTHLY* for July; which discusses the importance of making food illustrations *appetizing* to the reader.

"Do you believe that?"

Mrs. Jowd this time. The Glims and the Jowds were motoring along a highway. Mrs. Jowd was pointing to a poster which advertised a preparation warranted to produce "white teeth in three days." Mr. Jowd shared his wife's skepticism regarding the magic powers of the advertised product.

As an advertising man, although knowing nothing about this particular product, I inclined toward the belief that the manufacturer would not have made such claims if they were not essentially true. But the point for you to remember, my dear pupils, is that the reactions of Mr. and Mrs. Jowd—simon-pure, layman consumers—were skepticism and doubt. Skepticism and doubt to such a paramount degree that they didn't even feel challenged to find out whether the advertisement's claims were true or false. Much as Mr. and Mrs. Jowd admire and desire teeth always white, they found no invitation to try this product. Surely

The New York
DAILY MIRROR

announces
the
appointment
of

H. P. PRICKITT

Formerly with
Rodney E. Boone Organization
as

Director of National Advertising

August 4, 1930



Good Copy

When good copy
has described a
fine product the
reader does not
ask "What is it?"

His question is
much more
likely to be "Can
I get it for my-
self?"

**HAWLEY
ADVERTISING
COMPANY**
Inc.

**95 MADISON AVE.
NEW YORK CITY**

those who prepared this advertising felt that they were issuing a promise and an invitation. But none such came through to the minds of Mr. and Mrs. Jowd.

All of which leads to a reiteration of what I have written you once or twice before: If some of the superlative advantages of your wares *challenge belief*, it may be advisable to omit them from your advertising. A little underselling is always a valuable boomerang, whereas two grains of overselling are invariably a liability. People read advertising casually, whether by an accident of the eye or by real arresting power you build in. With their attitude thus casual, you must *lead them into* your story, with the minimum of conscious effort on their part. A challenge may either repel their involuntary attention—or, as in this case, shunt them off onto an argument which is, for your selfish purposes, wholly beside the point.

"Do you suppose that really happened?"

Two or three different advertising campaigns have evoked some such response as this question from either Mr. or Mrs. Jowd. One was a series of stories about people who were physically attractive—to the eye, possibly to the ear, but never to the nose. These stories were apparently true, in that they appeared to include a wealth of corroborative detail—with only the names, dates and places omitted, to save the unfortunate victims from embarrassment.

Another series told of people who had moved up from "among those present" to being "the life of the party"—in the remarkably short period of three months. And another series told of men who had suddenly found the power to dominate sales meetings or to make the boss come across with that raise; a power they had always lacked, hitherto.

The criticism of this type of advertisement is that the story gets so involved, and so interesting, that the product or service advertised gets lost in the shuffle. What the reader *reads out* of such advertisements is apt to be almost anything

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except an interest in, or a desire for, that which is advertised. As against the "white teeth" advertisement, where the reader was challenged away from reading, here he has been seduced and led—by your story—clear past the merchandise! In both cases the reader missed the point.

* * *

I may continue the unfavorable responses of Mr. and Mrs. Jowd in future issues of **PRINTERS' INK**. But, inasmuch as they constitute negative criticism for the most part, permit me to conclude today's diatribe with an appraisal of some current advertisements to which the reaction is quick, positive and favorable.

A current advertisement for Big Ben Alarm Clocks has the headline, "The Cheery Call that never fails." The illustration shows a man rising up in bed to shut off the alarm. Both headline and illustration are masterpieces; they make an unpleasant subject as nearly pleasant and as wholly believable as you could possibly hope for. The man does not look either too cheery for credibility—or too sleepy for an unpleasant connotation. The headline and subsequent copy take up the burden and steer a convincing middle course to a point of genuine interest in the merchandise. Mr. and Mrs. Jowd read and believed this advertisement.

And they are "crazy about" the Flit campaign—with two important results. Whenever they see an insect of any kind, the word "Flit" comes into their minds—and conversation. They are sold on the product. Second, they are ever on the lookout for "the new Flit ad"; they are keeping themselves both sold and reminded.

And why shouldn't these advertisements deliver their intended messages? Compare the convincing Big Ben illustration with the ear of corn that could tempt only a horse. Compare the stories which Flit advertisements tell, with the incredible or waylaying stories to which Mrs. Jowd is particularly apt to respond with a, "Do you suppose that really happened?"

She *knows* the Flit stories are



Out go the mails with "PUNCH"—"PUNCH" that everyone is waiting for, "PUNCH" that all English-speaking people respect as they respect their own flag... "PUNCH" with *your* advertisements in it. Back come the orders, orders from every corner of the world, for people who read "PUNCH" *trust* what is advertised in it. And out go the boats again with goods, *your* goods, selling to wider and wider markets, building your prosperity and success. Trade, more trade, comes of advertising in "PUNCH." We can prove it! Write to Marion Jean Lyon, Advertisement Manager, 10 Bouverie Street, London, E.C.4, Eng.

fabrications, but that they are absolutely true to life—to her own possible experiences. They are even humorous—most dangerous of all moods in which to plan an advertisement. But how could they be otherwise? The whole concept of an insect's attack on a human is humorous—all sense of proportion is automatically destroyed. The human outweighs the insect a million to one—how silly—but does that produce any thoughts of mercy? Your instant thought is, "Death to the attacker!" and you are glad to know that Flit is merciless.

R. H. Mackay with Charles C. Green Agency

Richard H. Mackay, formerly with Ruthrauff & Ryan, Inc., has been made a member of the art department of the Charles C. Green Advertising Agency, Inc., New York.

Moskowitz Bros., Inc., New York, manufacturer and importer of curtains, has placed its advertising account with the Burton-Nelson Company, New York advertising agency. Business papers will be used.

J. C. Penney Reports Earnings

The J. C. Penney Company reports net earnings for the six months ended June, 1930, after deductions but before preferred stock requirements, of \$3,407,400, against \$3,725,075 for the corresponding period of last year. Merchandise inventory at the close of the first six months of this year was \$57,735,050, compared with inventory for the same period of last year of \$47,447,725. Increase in inventory is accounted for by the company by the opening of approximately 400 new stores in 1929.

Electrical Account to Grant & Wadsworth

The Schickerling Electrical Corporation, New York, has appointed Grant & Wadsworth, Inc., advertising agency of that city, to direct its advertising account. Newspapers, business papers and direct mail will be used to introduce a number of new products the company will produce.

A. J. Slomanson with P. F. O'Keefe Agency

Albert J. Slomanson, formerly vice-president of Littlehale-Burnham-Rossiter, Inc., New York advertising agency, has joined the New York office of the P. F. O'Keefe Advertising Agency, Inc., as an account executive.

RADIO

R E S U L T S

No. 2

WHO?

A chicken hatchery in the Middle West, using a noon-time twenty-minute broadcast, weekly for 12 weeks, received 29,642 requests for their chicken catalog. The cost per inquiry was less than one cent. Over 20 percent of the inquiries developed into sales, by a direct mail follow-up.

The complete story may be secured from

SCOTT HOWE BOWEN, Inc.

Radio Station Representatives

274 Madison Avenue, New York City

180 N. Michigan Ave.

Chicago, Illinois

Fisher Bldg.

Detroit, Mich.

10 High Street

Boston, Mass.

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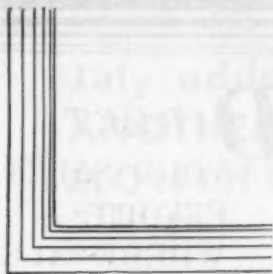
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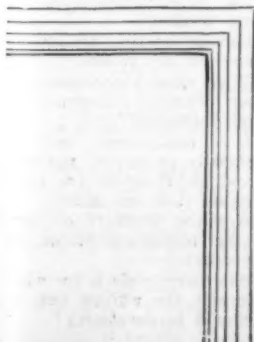
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C.C.YOUNGGREEN, formerly of Milwaukee, has been elected president of The Dunham-Lesan Company. The name of the company is changed to the Dunham Younggreen Lesan Company.

John H. Dunham has been elected Chairman of the Board. Other officers remain unchanged.



**DUNHAM
YOUNGGREEN
LESAN COMPANY**
Advertising
**TRIBUNE TOWER
CHICAGO**

DIRECT

YOUR SALES EFFORTS WHERE SALES MAY BE MADE

Every manufacturer knows the profits to be made in the Northern New Jersey market, because it is a market densely dotted with homes; and homes mean families—buying power. It is the residential section of the great Metropolitan area. It is a Metropolis in itself, with NEWARK, a thriving, progressive, modern city, as its center.

The families who provide the wealth and buying power for this great market are efficiently served by the country's second largest 6-day newspaper. Its 90% home-delivered circulation will carry your appeal directly and influentially into these homes.

Over 150,000 Daily

Newark Evening News

EUGENE W. FARRELL
Business & Advertising
Manager
215-221 Market Street
Newark, N. J.

O'MARA & ORMSBEE, INC.
General Representatives
New York Chicago Detroit
Los Angeles San Francisco

Test Your Product by These Questions

THE Industrial Committee of the New England Council has just mailed out the first of a series of stimulating bulletins on merchandising. In order to help New England manufacturers generally to step up their merchandising activities the committee has used the unusual method of setting up a number of questions which the manufacturer is to answer for himself.

There are to be six bulletins with the following titles: 1. Our Product; 2. Our Customer; 3. Our Tools; 4. Our Sales Plan; 5. Our Costs; 6. Our Results.

The ten questions put in the first bulletin are so interesting and so fundamental that many readers of PRINTERS' INK will be interested in answering them for themselves. Here they are:

1. How do we know our product fully meets the customer's needs, taste or ideas?
2. Have we recently checked with our customers whether or not our product is satisfactory to them?
3. Is quality of our product the best possible for the purpose or service for which it is designed?
4. Can we increase the utility of our product? Should we redesign?
5. Can we develop new uses for our product?
6. Can we improve the appearance of our product?
7. What other improvements, if any, would be acceptable to our customers?
8. Does our product meet nationally recognized standards and specifications for goods of its class and kind?
9. Are the products of some other industry displacing our products?
10. Are there products for which buyers are waiting that we should be developing?

Aug. 7, 1930

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F. H. Popp with Advertising Service Company

Frank H. Popp, formerly general manager of the Auburn Automobile Company's Chicago distributing subsidiary and, at one time, assistant general sales manager of Moon-Gardner Motors of that city, has joined the staff of the Advertising Service Company, Chicago, direct-mail and sales promotion.

Joins McCready-Parks

J. R. Kirkham, formerly advertising manager of the American Motorless Aviation Corporation, New York, has joined McCready-Parks, advertising agency of that city, as an account executive.

Frank E. Woodward, formerly with the Condé Nast Publications, has also joined the McCready-Parks agency as an account executive.

F. H. Riordan Appointed by Patterson Publishing Company

Forrest H. Riordan, publishers' representative, Philadelphia, has been appointed by the Patterson Publishing Company, Chicago, publisher of *American Restaurant* and *American Resorts*, as its advertising representative in the Philadelphia district.

Wallpaper Account to A. D. V. Agency

The A. H. Jacobs Company, New York, wallpapers, has appointed the A. D. V. Advertising Company, also of that city, to direct its advertising account. Magazines in the home decoration field, business papers and direct mail will be used.

Ben Robbins Joins Art Process Displays

Ben Robbins, formerly president and general manager of the Art Process Publishing Company, Inc., New York, has joined Art Process Displays, Inc., of that city, producer of window and counter displays.

To Represent "Keystone Motorist"

The *Keystone Motorist*, Philadelphia, has appointed Neville & Hitchings, publishers' representatives of that city, as its national advertising representatives.

To Manage Station WTMJ

Walter R. Carl, formerly Wisconsin field secretary of the United States Chamber of Commerce, has been appointed manager of radio station WTMJ owned by the *Milwaukee Journal*.

Gordon Castle, formerly with the field service department of the Campbell-Ewald Company, has been appointed Detroit representative of Campbell-Ewald, Ltd., of Canada.

July adds ANOTHER MONTH!

July, 1930, is the 26th consecutive month in which The ARCHITECTURAL RECORD has shown a gain in advertising pages over the corresponding month of the previous year.

FIRST PRIZE for 1929 in the Associated Business Papers, Inc., awards for editorial excellence under the classification "Best Article, Series of Articles, or News Report"—in which there were 85 magazines entered—has been conferred upon ROBERT L. DAVISON of the Editorial Staff of The ARCHITECTURAL RECORD, for a series of articles published monthly under the heading "TECHNICAL NEWS and RESEARCH." This is a monthly feature.

THE ARCHITECTURAL RECORD

—A Dodge Publication—

119 W. 40th St., New York

F. W. DODGE



CORPORATION

THE ARCHITECTURAL RECORD IS A MEMBER OF A. B. C. & A. S. P., INC.

This May Be For You or for your friend

The Dartnell Corporation will shortly announce a thoroughly new product that will command the respect of marketing executives. Through this new work the scope of our activity will be considerably increased.

We will have to supplement our force of field sales representatives by adding men in practically all business centers. We invite correspondence from capable specialty salesmen—particularly those who have had more than average success in selling ideas—intangibles.

The men we engage will find here a most interesting occupation. They will be trading ideas with sales and advertising executives all the time. The opportunities now open are for permanent connections. The right men will find plenty of room to step up in a live, medium-sized organization.

A liberal commission plan will provide much better than average income to men of vision and intelligence. But, they'll have to work hard to earn it.

This is the first time we have been in a position to offer new men such attractive openings. They represent a gateway to a worthwhile, important, and profitable career to the men we select. If you are a candidate please treat the matter in that light, and take pains to give full information on age, experience, capabilities, and earnings. If your friend applies, please caution him to supply full details.

THE DARTNELL CORPORATION
4660 Ravenswood Avenue
CHICAGO, ILLINOIS

How Should We Pay Our Salesmen?

(Continued from page 6)

ant could understand them. In so many instances complicated plans of this kind accomplish no more in the long run than a simple salary and commission plan.

Therefore, rule one, perhaps, might be: Make the plan simple enough so that not only yourself but your dumbest salesman can understand it.

To summarize, please accept several paragraphs from a reprint of an address made several years ago to the American Management Association and which it published:

"It is evident that no one has yet discovered a common sales compensation plan that will fit all factors in sales work. There will always be a great variety of compensation plans just as there are a great variety of businesses.

"Your plan may be O. K. It simply needs definite stimulants for a period.

"Conditions upon which to base compensation are not common to groups of business.

No Perfect Plan

"It is evident that no one has yet discovered a common sales compensation plan that will fit all types of business. Granting that a plan may be adaptable to groups of business like the hardware, grocery, etc., that plan will not fit all factors in each business enterprise in a group, nor do we think that one plan should be common to all the individuals on any sales force.

"It is evident that certain factors are recognized as fundamental. So finally—Methods of Compensation for salesmen require an appraisal of the job to be done. Find out what it is worth or what you are willing to spend to accomplish the job. Find out what the operations are to do the job and decide how much of the total sum you are willing to spend should be paid for each operation. Then take into consideration the individual, his cost to live, his expenses, his ability, his right to save and to accu-

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mulate, and the need of stimulation through incentives. These factors should determine compensation."

Finally, remember that any compensation plan is a matter of compromise, of finding the best method, which means that method with the maximum of advantages and the minimum of disadvantages—for there will always be disadvantages. The perfect plan is yet to be found.

Censorship in the Extreme

An incident was reported last week which is typical of the lack of confidence which strict censorship instills in many employees when information of a very general nature is sought. In some companies, for example, telephone inquiries as to who is president will be answered only after the inquirer has been put through a mild form of third degree by the telephone operator. Perhaps, after the inquirer has given his name, his business connection and explained why he wants the president's name, he will be transferred to someone else in the organization and the process is repeated. Sight seems to be lost of the fact that the desired information is published in directories or on company letterheads.

Illustrative of the lengths to which secretiveness is carried is the story reported in the *Wall Street Journal*. One of the subsidiaries of a large corporation had recently declared a preferred dividend and a news gatherer telephoned a junior official for confirmation with the following results:

"Have you declared the regular preferred dividend on XYZ?" asked the one after news.

"I don't know," was the terse reply.

"Has the meeting been held?" countered the scribe.

"I don't know," replied the official.

"Is a meeting due at this time?" insisted the reporter.

"I don't know," again came back.

"Is the company still one of your subsidiaries?" asked the now exasperated newsmen.

"I don't know," came back over the wire.

Yarnell-Camp, New Minneapolis Business

Yarnell-Camp, Inc., is the name of a new advertising business which has been formed at Minneapolis by Clyde S. Yarnell and Fred H. Camp. Mr. Yarnell has been advertising manager of The Morris T. Baker Company and affiliated companies and formerly was with Lane, Piper & Jaffray, Inc. Mr. Camp was formerly, for six years, director of advertising of the Log Cabin Products Company.

Associated with the new firm as an account executive will be Florence F. Rowles, for the last four years with a Minneapolis advertising agency. Yarnell-Camp, Inc. will have offices in the Baker Building.

The Only Newspaper in Philadelphia

1. To Show an Advertising Gain for the First Seven Months of 1930 Over 1929.
2. To Show a 1930 Gain on Top of a 1929 Gain.
3. The Only Evening Newspaper to Show a Gain for Month of July.

CIRCULATION

GUARANTEE

NOW MORE THAN

205,000 DAILY

More than 174,000 CITY circulation—and increasing each month.

All of which is definite evidence that the DAILY NEWS must be the low-cost, prolific producer we have claimed it to be. In making the advertising dollar go farther—

In Philadelphia the Trend Is to the Tabloid

DAILY NEWS
15TH AND CHERRY STS.

CHICAGO

Chas. H. Shattuck
333 N. Michigan Ave.

NEW YORK

Macfadden Publications
2715 Graybar Bldg.

DETROIT

1745 W. Lafayette Boulevard

AVAILABLE A Responsible Advertising Man

Curtailement of our advertising program—one of the largest and best known national advertising campaigns in America—forces us to release one of our responsible men.

This man has had advertising experience with an agency and with two internationally known manufacturers. Before taking up advertising he was engaged in newspaper work, advancing from reporter to editor, and managed a printing business. His education includes a university degree in economics and post-graduate work in marketing and merchandising problems.

He is now 31 years old, is married and has a family. He has also been an officer in his church, vice-president of the Board of Trustees of his local library, and has held other positions of trust. The necessity for releasing him is in no way a reflection on his work, which we will recommend highly. His salary requirements are very reasonable.

We believe that he would qualify as an assistant advertising manager for a reasonably large advertiser or advertising manager for a small one. He could also serve as an assistant account executive or account executive in an agency. As much of his time has been devoted to writing he could qualify as a copy writer. His excellent knowledge of Spanish and some export experience might be valuable to a company active in foreign fields.

We are exceedingly sorry to have this man leave us and can say that he will prove a valuable, hard working staff man for the company that employs him. Further information will be sent and an interview promptly arranged for.

Address "J," Box 164
Printers' Ink

Four A's Publishes Boston Newspaper Reader Survey

The Boston Newspaper Reader Survey, an analysis of the readers of Boston newspapers by occupations and family income and an analysis of overlapping in the circulations of the various Boston papers, has been published by the American Association of Advertising Agencies.

This survey was financed jointly by the *Boston Globe*, *Herald-Traveler*, *Post, Record and Transcript*. This survey is the fourth of a series of newspaper studies made by the Research Department of the American Association of Advertising Agencies under the direction of Dr. Daniel Starch, similar studies having already been made in New York, Detroit and Washington.

Stewart L. Mims, of the J. Walter Thompson Company, chairman of the American Association of Advertising Agencies Research Committee, in a message to members of the association states: "The Boston Survey follows the same plan as the preceding reports, but includes in addition reader as well as family duplication. As was anticipated, reader duplication figures, in the main, are slightly lower than the corresponding family duplication figures. They are important and interesting, especially in view of the emphasis which some publishers have recently placed on the need of reaching individuals rather than families with advertising. They contend with some justice that the greater individualization of modern life makes the individual reader more satisfactory as a unit to which to direct advertising messages."

To Direct Additional Beardsley & Wolcott Advertising

The Beardsley & Wolcott Manufacturing Company, Waterbury, Conn., has appointed Dowd & Ostreicher, Lowell, Mass., advertising agency, to direct the advertising of its electrical division in addition to that of the stropper division, which that agency is now handling. Business papers will be used in an advertising campaign in the fall, followed by consumer advertising of Torrid "Bonded" appliances.

New York "Daily Mirror" Appoints H. P. Prickett

H. P. Prickett, for the last two years with the Rodney E. Boone Organization, has joined the New York *Daily Mirror*, of which he has become director of national advertising. Before his association with the Rodney E. Boone Organization, he was with the New York *Evening Journal* and the New York *American*. Previously he had been with the Frank Presbrey Company, Inc.

Death of G. L. Vreeland

George L. Vreeland, for twenty-two years with the Vreeland Advertising Press, New York, died on August 3 at Allentown, Pa. Mr. Vreeland, a brother of E. E. Vreeland, president of the organization, was forty-four years old at the time of his death.

Reports

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Reports on Survey of Courses in Marketing

Results of a survey conducted to ascertain the status of instruction in marketing and advertising are given in a preliminary report issued by the Bureau of Research and Education of the Advertising Federation of America. The survey covers all types of educational institutions but the advance report deals only with those of collegiate grade.

Replies were received from 406 of 609 institutions questioned. It is assumed that most of those not answering, offer no courses. Of those which did reply, 139 reported no courses in advertising and related subjects; 221 reported such courses and sent catalogs describing them, and 46 failed to send sufficient information to justify their inclusion in either classification.

The information is analyzed in a series of summarized conclusions. The report tells how many and what kinds of courses are given and by what institutions. It lists sixty-five institutions which offer three or more courses in marketing, and forty-nine which offer three or more courses in advertising. The subject matter of each type of course is outlined.

In salesmanship instruction it was found that 122 institutions have such courses, nineteen of which offer three or more courses.

The survey covers courses given in 1929-1930. Steps have been taken to obtain additional information to the end that the final report may be more comprehensive.

E. H. Swanson Joins Oshkosh Agency

Earl H. Swanson, formerly advertising manager of the Gisholt Machine Company, Madison, Wis., has joined the staff of the Dean W. Geer Company, Oshkosh, Wis., advertising agency. He was at one time with the Sando Advertising Company, Indianapolis, and The Cramer-Krasselt Company, Milwaukee.

John Murphy to Join Pan-American Life

John Murphy, assistant advertising manager of the Southland Life Insurance Company, Dallas, Tex., has been appointed advertising manager of the Pan-American Life Insurance Company, New Orleans. He will assume his new duties on August 15.

New Account for Robbins & Pearson

The Union Fork and Hoe Company, Columbus, Ohio, manufacturer of garden and farm tools, has appointed The Robbins & Pearson Company, advertising agency of that city, to direct its advertising account.

Henry Groneman, formerly of San Francisco, is now in charge of the art department of the Daken Advertising Agency, Seattle.

We Want to Merchandise a Real Product in the Philadelphia Trading Territory

As Sales Agents for Drug Manufacturers, we enjoy personal contacts with leading chain stores, jobbers and independents . . . a real knowledge of merchandising conditions in America's third largest trading center . . . and a trained sales organization that maintains frequent and regular contact with retailers. We now represent four nationally advertised products.

All this is offered to one or two progressive manufacturers who can demonstrate they have meritorious products backed by sound advertising and merchandising plans.

Advertising Agents invited to correspond on behalf of their clients.

WALTER RAYMOND COMPANY, INC.
Manufacturers' Representatives and Sales Agents
233 South Fifth Street Philadelphia, Penna.

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHLAND 6500. President and Secretary, J. I. ROMER, Vice-President, R. W. LAWRENCE, Treasurer, DAVID MARCUS, Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 231 South La Salle Street, Gove Compton, Manager.

Atlanta Office: 87 Walton Street, Geo. M. Kohn, Manager.

St. Louis Office: 913 Olive Street, A. D. McKinney, Manager.

Pacific Coast: M. C. MOGENSEN, Manager, San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$5.75.

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Chicago: G. A. Nichols

Frederic Read

Philip H. Erbes, Jr.

London: Thomas Russell

NEW YORK, AUGUST 7, 1930

There Are No More Necessities

Further meditation upon the contention that the necessities of life are not subject to advertising has brought us to a conclusion which we believe merits consideration by both parties to this argument. We commend it with especial earnestness to those teachers of economics upon whose temperamental hostility to advertising we have occasionally and regretfully felt compelled to comment. Men engaged in advertising have in the main already accepted its practical implications, though perhaps they have not yet clearly formulated the basic principle.

Briefly, that basic principle is this: In modern industrial civilization there are no longer any such things as necessities. That is to say, the indispensable commodity has disappeared.

There was a time when, in any given community, some one basic commodity might well be considered a necessity of life, for the simple and sufficient reason that if it failed you, no adequate substitute was available. Were the forest destroyed, the village would freeze.

The condition still persists in relatively primitive regions; a failure of the rice crop still means famine in wide areas of India and China; there are islands where if the fishermen miss their catch the whole population comes dangerously close to starvation.

But in America today there is no single commodity for which a reasonably satisfactory substitute cannot be found—cannot be found?—is not insistently urged upon your attention. It is a surrender of the very point at issue to contend that these substitutes are in many cases inferior to the commodity in common use; that they are present at all is the fact which lifts that commodity, by its superiority, out of the necessity and into the "luxury" class.

Nor will it avail you to talk of the abstractions of food, clothing and shelter. In America today people do not eat food; they eat meat, bread, butter, fruits and vegetables, prepared cereals; and new things are daily offered for which they are urged to abandon some of the old. They do not wear clothing, but silk or rayon or wool or cotton; they do not live in shelters, but in houses or hotels or apartments, built of wood or stone or cement or tile.

Leaving aside such elemental necessities as water and air, and emotional necessities as good health and affection, it becomes clear that only one commodity remains for which any case at all can be made as a true necessity in modern civilization—for which, that is, there is no substitute, for the reason that it is the universal medium of exchange for all the others.

That commodity, of course, is money. And if you think that advertising is not of definite value and importance to its efficient employment, we can only refer you to Wall Street.

Relax Concentration

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Relaxed Concentration

Nelson Durand, vice-president of Thomas A. Edison, Inc., is responsible for a new expression which he considers the key to modern selling.

Somewhere between a salesman who has become fat, lazy and indifferent and the desperate salesman who has been so pepped up by his big chief that he makes all sorts of selling mistakes in his intense desire to make a sale at all costs, is the correct sales approach. Mr. Durand has labeled it "relaxed concentration."

It is low-pressure rather than high-pressure selling, a regard for the buyer's problems rather than the salesman's desire to make a sale. The man who enters a prospect's office concentrating his mind upon the use the prospect can make of the merchandise he has to sell, who is at the same time relaxed in mind and body, does a better job according to Mr. Durand than the one who sits on the edge of a chair, tense, excited and insistent, trying to drive home his sales point like a riveter on an office building.

Americans seem destined to go through their business life in a series of ups and downs. It is always difficult for them to go along on an even keel. It is decidedly questionable whether American business would like normalcy if it ever had it. Selling history, following national characteristics, usually is written so that a period of lazy, indifferent salesmanship is followed inevitably by desperate selling which is just as bad.

Relaxed concentration, offered as a substitute, seems to be as good a description as any for the common, ordinary, variety of horse-sense selling based upon the buyer's need.

Developments Worth Watching

In several recent important items of news there is food for important thought to every man interested in advertising. Look them over.

Gas stations are going to sell automobile tires, made by an unnamed manufacturer who also makes a nationally advertised brand.

The public is to be told that these tires can be sold cheaper and serviced free of charge because there are no advertising costs to be borne.

The private brand situation is growing in importance. The "New Era in Food Distribution" points out: "National advertising of foods increases, yet local advertising at the point of sale gives less emphasis on nationally advertised brands. . . . The battle of the brands has been an expensive one for the manufacturers. While fighting each other's trade-marks, perhaps the real objective—distributor co-operation and influence at the point of sale has been overlooked. . . . A new era is here. It is a distributor's era, as well as a manufacturer's era. Powerful new forces are at work."

The distributor's revolt is well illustrated in the announcement by the Hudson auto distributor in Illinois that he would give up his agency August 31. It is gossip in the trade that the reason was the distributor's refusal to accept a new shipment of 1,000 cars.

The Independent Grocers' Alliance of 10,000 retail grocers and almost 150 wholesalers is actively pushing its own brands, advertising them. Many of these products are made by makers of nationally advertised products.

J. Frank Grimes, president of this great alliance, is to head a new drug co-operative, with the New Jersey Wholesale Drug Company, wholesale chain with 450 retail members, as a nucleus.

After almost seventy years of business history, Sprague, Warner & Company of Chicago, large food wholesalers, start their first national advertising campaign, featuring food products, sold only through an exclusive dealer arrangement.

The next few months promise most unusual and also some confusing developments. How will manufacturers meet the growing menace of the private brand? What and how much advertising is the new type of distributor going to adopt in his new spirit of asserting himself and controlling his own labels?

How closely can a manufacturer

co-operate with the type of retailer who is going to push his own controlled brands in opposition to the manufacturer's? What will be the outcome of manufacturers competing with themselves by selling new outlets, or voluntary chains, merchandise over which the manufacturer has no control whatever?

How will the final consumer react to the fast changes?

There is going to be much for the maker of nationally advertised products to think about in the near future.

He will have to make some decisions of far-reaching importance.

All the problems once offered by the chain stores are going to be presented again with new and confusing details attached. The advertising agent and the publisher as well as the manufacturer, are going to be called upon to think straight on a flock of new problems.

PRINTERS' INK intends to follow this situation closely and our readers may expect a comprehensive treatment of the new developments and their significance.

Messenger Boy Merchandising. *Trade Journal and Motor Age* presents a symposium compiled from data obtained from thirty-four editors of United Business Publishers, Inc.; and the size-up contains one statement of more than passing interest. It reads:

"The retail shoe industry needs one hundred million pairs to open its regular fall business."

Meanwhile, what of the summer? Are shoe stocks low now? Would the retail trade be selling more shoes if it had more to sell?

In a high-grade shoe store on Fifth Avenue, a waiting customer heard two salesmen say to other customers: "Sorry, but that's the closest we can come to your size in that style."

When his turn came, the waiting customer asked his salesman: "Are you low in stock? Are you losing sales because you can't fit people?"

"W-e-l-l," said the salesman, "yes and no. We are low; but we don't lose sales on that account, because,

you see, we have a string of stores. If we, here in this store, happen to be out of a given number, we call the other stores, locate the particular pair of shoes, and then send a messenger after them."

"And meanwhile, the customer waits? And perhaps, after the messenger arrives, she decides she doesn't want the shoes he brings?"

"Yes. But, of course, that's just one of the bad breaks of retailing."

Customers waiting to spend their money and waxing impatient at the delay? The messenger boy, scuttling among the stores on errands that are sometimes fruitless? Bad breaks of retailing? Perhaps the messenger boy ought to be promoted into a job where he could mould policy. He, at least, might so stock the stores as to save the shoe leather of his successor. And perhaps, in the process, he could save the salesmen's time, save the customers' tempers—and save sales.

Believe It or Not

There is a business that is so very busy that it has had to stop advertising. "Kindly discontinue our arrangement for the time being" it writes its advertising agency "for the reason that our orders are running so heavy we simply have no time to devote toward the advertising end of the business now."

How we do sympathize with the plight of this advertiser! We can imagine nothing that would vex anyone more than the problem of being deluged with orders.

"We want you to know," to quote again from the letter received by the agency, "that we are entirely pleased with your services, and just as soon as we get to a point where we can give the proper time to this work, we will continue with you."

What's wrong with the picture?

Newspaper Campaign for Sentinel Radios

Newspaper advertising will be used in a campaign being planned for the United Air Cleaner Corporation, Chicago, manufacturer of Sentinel radios. The campaign will appear in the newspapers of about twenty-three cities. Freeze-Vogel-Leopold, Inc., advertising agency, is handling this account.

Newell-Emmett Company

Incorporated

Advertising · Merchandising Counsel

40 EAST 34TH STREET

NEW YORK

AN ADVERTISING
AGENCY FOUNDED
ON THE IDEA OF
RENDERING SERVICE
OF EXCEPTIONAL
THOROUGHNESS TO
A SMALL NUMBER
OF ADVERTISERS

CLIENTS

Liggett & Myers Tobacco Co.

Western Electric Co.

Snider Packing Corporation

Loose-Wiles Biscuit Co.

Graybar Electric Company

Association of American Soap
and Glycerine Producers

Rome Brass Radiator Corporation

Group IV, New York State
Savings Banks Association

Bell Telephone Securities Co.

American Austin Car Co.

"NOT HOW MUCH, BUT HOW WELL"

Advertising Club News

Changing the Place of Meeting Spurs Attendance

ADVERTISING CLUB OF MONTREAL
MONTREAL, QUE., JULY 28, 1930.

Editor of PRINTERS' INK:

Briefly summarized, the policy of the Advertising Club of Montreal is to carry on without interruption throughout the summer. We find that the attendance keeps up surprisingly well. Certain factors contribute to this gratifying condition. We attempt to arrange more interesting programs with a lighter type of subjects.

The club also feels that it is worth while to mix in a good percentage of sports during the summer to keep up the interest of the members. To that end, we have arranged six golf tournaments at different clubs adjacent to the city. These tournaments do not interfere with the regular weekly luncheons and are most valuable as a means of stimulating interest.

Another device which the Advertising Club of Montreal has found valuable is that of changing the locale of the meeting. For instance, we have held several meetings on the palatial steamships calling at this port. It is rather interesting that these meetings were particularly well attended.

We feel it is very worth while for the club to carry on during the summer months as the large percentage of the members are in the city and welcome the opportunity to fraternize.

D. M. Gowdy,
Chairman, Speakers' Committee.

This Club Holds a Meeting Vacation

Year by year it seems to be becoming more and more difficult to conduct a successful meeting during the warm weather period in the experience of an advertising club whose secretary contributes a letter in response to the discussion in PRINTERS' INK of July 17 entitled "What Brings Members to Meetings?" He has asked that the name of his club be withheld.

His recital is especially to the point as his club is one of the largest. There are a number of clubs faced with the problem of getting attendance but, for the most part, only the smaller clubs discontinue meetings through the hot weather. Summer suspension, in this man's opinion, is made necessary for several reasons: Members are taking longer vacations than heretofore; the counter-attractions of the outdoors, baseball, golf, swimming, yachting and other sports, are becoming stronger each year, and it is difficult to get good speakers during the summer months.

The full season for this club, as registered by attendance, runs from October to early in May. During the rest of the year, decreased attendance cannot be escaped no matter how hard the program chairman will work.

This club makes it a point to get

speakers with reputations and, as an additional appeal, it has found a successful attendance stimulant in the program includes a ten-minute entertainment feature. When the season is in full swing, this club is holding three meetings a week—a general meeting and two group meetings. One of these groups which is a get-together of members for good-fellowship, however, disregards the vacation idea, and meets every week, all club members welcome.

Through the means of club and inter-club golf matches, and other outdoor events, the interest of members is kept alive. This means of bringing the members together seems to be as they want it. Rather than try to "sales promote" a general meeting that is attended only under persuasion, such meetings are suspended.

Names Three Fundamentals of a Good Advertisement

Balance, harmony and uniformity are the fundamental essentials of a good advertising layout, and of these three, balance is the most important. Stan Engel, art director of the Ronalds Company, Ltd., Montreal, told members of the Advertising Club of Montreal at a meeting to consider layouts. He discussed both formal and informal layouts, stating that in both cases simplicity was necessary if the advertisement was to make an instantaneous appeal.

Mr. Engel described also the relationship between the mechanics of painting and advertising. He stressed the importance of uniting three parts of an advertisement into a harmonious whole, reminding his hearers that if this were not done well, the reader would not be able to grasp the desired effect at one glance. Illustrating his remarks with sketches, he showed how this result could be obtained by balancing the white and dark areas and uniting spaces of the same shade with half-tone type.

Ralph Brubaker Heads Los Angeles Sales Managers

Ralph Brubaker, of the Haas-Baruch Company, has been elected president of the Sales Managers Association of Los Angeles. The following have been elected vice-presidents: H. L. Herlihy, Barker Brothers; R. J. Smith, Hardee Manufacturing Company, and H. S. Waplington, Southern California Stationers. Harrison Matthews, Woodbury College, has been elected secretary-treasurer.

R. W. Wenzlick Appointed by St. Louis Club

Roy W. Wenzlick, in charge of research and sales of the Albert Wenzlick Real Estate Company, has been appointed a member of the board of governors of the Advertising Club of St. Louis, succeeding George F. Bounds, resigned. He will work with Frank Gibbs, chairman of the membership committee.

Reports tising

The income of the Pacific Northwest, headed by the newly elected governor, continues an Advertising plan of operation by administrative management, continued last year of Raymond of the design annual convention, a period in which focused upon the results of the week included exhibits. The week was held in five districts, year, however, shown to be a reaction of a W. Towne, the event there is an ship in the districts.

This year held exhibits not holding Week. The exhibits were convention was paid to the The association Week problem of point to the interest in the best can ceeds in no shown at the Nater states problem of mensions th the average gives dignity giving inspe on the conve

At the Spokane were displayed petitive and 802 boards which 52 were 38 by San Francisco by Vancouver land, 14 by Lake City, 5 by Spokane as exhibits.

"Advertisers states Mr. L. bigger thing reason why taken up in tionally."

Chairmen various active Advertising as follows: Margaret Frautchet, at membership, invites.

Reports on Success of "Advertising Achievement Week"

The incoming board of directors of the Pacific Advertising Clubs Association, headed by Herman A. Nater, newly elected president, is planning to continue and augment the program of Advertising Achievement Week. The plan of holding this week as put into operation by K. L. Hamman during his administration as president and continued last year under the presidency of Raymond P. Kelley, contemplated the designation of a week close to the annual convention of the association as a period in which public attention is focused upon advertising and its accomplishments.

The weeks as held so far have also included comprehensive advertising exhibits. The first Advertising Achievement Week held these exhibits in the five districts of the association. This year, however, sufficient interest was shown to lead to a plan, under the direction of a committee headed by Arthur W. Towne, of San Francisco, of holding the event in every community where there is an active club holding membership in the association, instead of by districts.

This year twelve advertising clubs held exhibits and four more, although not holding exhibits, celebrated the Week. The best campaigns from those exhibits were displayed at the Spokane convention where about 750 visits were paid to the display quarters.

The association reports that Achievement Week seems a solution to the problem of convention exhibits, giving point to the convention and building up interest in it. The method of selecting the best campaigns locally it states, succeeds in narrowing down the exhibits shown at the convention. This, Mr. Nater states, automatically reduces the problem of housing the exhibits to dimensions that can be grappled with by the average advertising club. It also gives dignity to the exhibit and justifies giving inspection of it a dignified place on the convention program.

At the Spokane convention, 802 boards were displayed, of which 716 were competitive and 86 non-competitive. These 802 boards represented 234 exhibits, of which 52 were entered by Los Angeles, 38 by San Francisco, 31 by Seattle, 25 by Vancouver, 24 by Portland, 16 by Oakland, 14 by Long Beach, 12 by Salt Lake City, 8 by Tacoma, 7 by Honolulu, 5 by Stockton and 2 by Fresno. Spokane as the host city entered no exhibits.

"Advertising Achievement Week," states Mr. Nater, "should be an even bigger thing next year and there is no reason why the idea should not be taken up in the East and adopted nationally."

* * *

Chairmen of committees in charge of various activities of the Madison, Wis., Advertising Club have been appointed as follows: W. C. Bartels, programs; Margaret Smith, publicity; Bertha Frautchi, attendance; Arthur Hallam, membership; and Walter Frautchi, activities.

Dallas Club Reports on Program Preference Survey

A novel plan for promoting attendance at weekly luncheon meetings is being put into execution by the Dallas Advertising League for the official year which began July 1, according to announcement by Roy Cowan, newly elected president of the League.

A description of the plan and its operation has been given to PRINTERS' INK as a contribution to its discussion concerning methods of stimulating member attendance at meetings.

Programs, under the Dallas plan, have been arranged tentatively for a year in advance with Charles Bennett Mills, first vice-president, in general charge. A rotating committee of club members, two of whom serve each week as co-chairmen for the current program, furnishes something for almost every member to do during the year. New interest is being shown in programs and attendance is already increasing.

Before arranging the year's program schedule, members of the club were asked to vote on the types of programs preferred and to grade programs of the previous year, special blanks having been prepared by John Murphy, secretary. The returns were then assembled and tabulated, showing in actual figures the subjects, style of program, speakers and other features most popular among the membership. Technical discussion of advertising subjects and reviews of advertising events and campaigns won high place by vote.

Little interest was shown in the entertainment side of programs, indicating that the majority of the members are intent on keeping the Dallas Advertising League as nearly a strictly technical advertising men's association as possible.

Not, it was explained, that the League is without its entertainment and fun-making side. The membership is simply against mixing entertainment and business. At least twelve meetings are set aside in the year's schedule for holiday and other celebrations and the Annual Frolic, given each spring, attracts several hundred members and their friends, proceeds of ticket sales going to further the work of the club.

* * *

Heads Cleveland Club Industrial Division

Andrew Broggin, of the National Carbon Company, has been elected president of the Industrial Advertisers Division of the Cleveland Advertising Club. Other officers elected include: Glenn H. Eddy, Ohio Brass Company, Mansfield, vice-president; John H. Booher, Cleveland Tramrail Company, Wickliffe, secretary, and Joseph D. Seltzer, The Shaw Company, Lorain, treasurer.

Camp Equipment Account to M. G. Miller Agency

The Phil W. Hanna Equipment Company, Chicago, manufacturer of Down-Right-Comfort sleeping bags, has placed its advertising account with M. Glen Miller, Chicago advertising agency.

The Little Schoolmaster's Classroom

THE Schoolmaster has received from Alexander M. Candee, of the National Enameling & Stamping Company, Milwaukee, a letter inviting him to attend the convention of the Direct Mail Advertising Association which will be held in Milwaukee early in October. Class member Candee says this letter is the forerunner of a unique direct-mail campaign which will have as its purpose the thorough merchandising of the convention and the numerous important speakers who will appear on the program.

The Schoolmaster is interested in this convention and will be there either in person or by proxy. He trusts the association will be able to induce the 1,999 other people to be present and thus realize its objective of at least 2,000 registrations.

This genuine interest induces him to pass along to the convention's program builders an incident related to him by Sam P. Judd, advertising director of the Mercantile-Commerce Bank & Trust Company, St. Louis. The president of that bank, John G. Lonsdale, who is also president of the American Bankers' Association, was scheduled to make a speech at a business gathering. While the chairman of the meeting was introducing him he was handed a note sent up by somebody in the audience.

"Dear John," the note read, "I have heard many speeches in my time, but have never heard one that was too short."

Mr. Lonsdale's prepared speech was short to begin with, as he never makes any other kind. But the gentle reminder induced him to cut it still shorter. The point was well taken.

Perhaps Mr. Candee, Paul Van Auken, general manager of the convention, Ben C. Pittsford, president of the Ben C. Pittsford Company, Chicago, who is chairman of the program committee, and Frank L. Pierce, the association's executive secretary—all members of the

Class in good standing, by the way—will see a suggestion here. Anyway, it is theirs for what it may or may not be worth.

* * *

In the course of a recent address before the Louisville Advertising Club, Wm. D. McJunkin, president of the McJunkin Advertising Company, defined advertising. Advertising definitions are not rare, nor are they all worthy of note. But Mr. McJunkin's definition deserves attention because it contains two words which show that its author possesses an appreciation of a most vital element in advertising—something that advertising definers too often lack.

As defined by Mr. McJunkin, "Advertising is the creating and *sustaining* of a favorable mental attitude for a product, an institution, or a cause." The italics are the Schoolmaster's. They denote the vital element stressed in the preceding paragraph.

It would be easy to prove the soundness of Mr. McJunkin's definition. The familiarity of such names as Coca-Cola, Heinz, Palmolive, Lucky Strike, Cadillac, Spearmint, is the finest testimonial of the value of continuity in advertising.

It is no mere coincidence that the success of these companies and others too numerous to mention is invariably predicated upon the recognition of a single factor. That factor is the necessity of *sustaining* a favorable mental attitude on the part of that unwieldy intangible called the consuming public.

* * *

Shall we bring to the aid of marketing a profession that, thus far, has scarcely been identified with business? The Schoolmaster is interested, because the profession is pedagogy.

It is well known that a star salesman often will make a poor sales executive because he lacks the ability to teach others what he knows. Many a business head has

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So Prospects Can't Miss The Place to Buy . . .

MANY a national advertising program has lost its full force through inability of purchasers to locate the local source of supply. The surest and most economical way to tell the public *where to buy* is to feature your trade name, trade-mark or both over dealers' doors . . . with Flexlume electric displays.

Would you like to learn how economical the Flexlume idea really is when incorporated in your sales or advertising budget? Just ask for details of the several proven plans for focusing advertising influence on local sources of sales and service.

Let us tell you about our monthly service-rental plan. Address FLEXLUME CORPORATION, 1070 Military Road, Buffalo, N. Y. Factories also in Toronto, Can., Atlanta, Ga., Kansas City, Mo., and Houston, Tex.

Penetrating neon Flexlume border with letters of clear-cut raised glass is a favorite with many large national advertisers.



The "Break" That Comes Once in a Lifetime

DUE to an unusual trend of circumstances, one of the best-known, most progressive agencies in the city will make room for a junior partner.

A man able to develop some billing and in a position to invest \$8,000 to \$10,000 will fit himself into one of the snuggest opportunities in the advertising field.

Tell us something about yourself

"H," Box 163, Printers' Ink

Third Interest Available in Advertising Agency

Unusual opportunity open for part ownership in agency with recognition, sound finances, active accounts and excellent reputation.

\$12,000 investment will purchase nearly one third stock interest. Salary for active investor will be determined by his ability or new business.

"M," Box 166, Printers' Ink

discovered what long has been known to the teachers—that teaching is, itself, a science. Business often is totally unaware of the chasm that separates doing from explaining.

Your Schoolmaster knows a highly successful branch manager who, in the course of fifteen years or so, has trained many good salesmen. In his present position as head of a big unit, this man has been obliged to delegate sales training to his subordinates. "Because," as he has explained, "I just haven't the time, any more, to take a new man out into a territory and demonstrate on actual customers just how selling is done."

One evening, just before dinner at the Westchester-Biltmore, W. W. Wachtel, manager of the general sales department of the Loose-Wiles Biscuit Company asked Walter Hagen: "How do you make a chip shot?" Sir Walter scratched his head and admitted: "I can't tell you." Then he added: "However, I'll send for my clubs and show you."

Many a business concern confronts a problem in plain, everyday education—education for its salesmen, for its dealers, and even for its customers. The Schoolmaster suspects that herein lies a situation in which management might well enlist the services—at least the advisory services—of a professional educator. Certainly, many a sales manual that the Schoolmaster has examined would have been vastly improved if its text had been copy-read by, say, a high-school principal.

* * *

Educating the user is a problem particularly and peculiarly acute to the manufacturer of a specialty. Your Schoolmaster knows of an adding-machine concern that has amassed a vast store of experience in the business of running schools for operators. Perforce, the company has surrendered to its branch managers this particular educational responsibility. Many of them, despite the fact that they are ex-salesmen, have been encouragingly successful—but only after they have become convinced that



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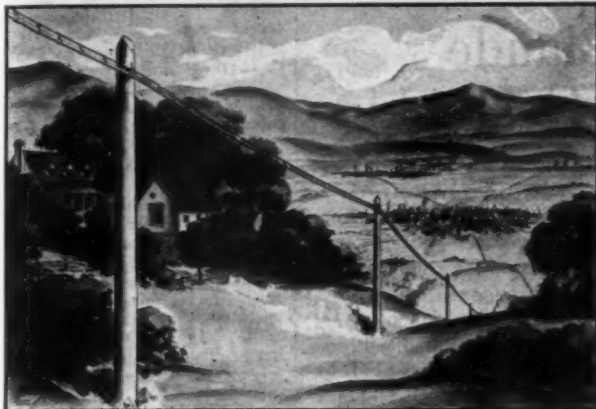
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AN INTER-CITY CABLE, PART OF THE BELL SYSTEM NETWORK THAT UNIFIES THE NATION

Vast, to serve the nation . . . personal, to serve you

An Advertisement of the American Telephone and Telegraph Company

SO THAT YOU may telephone from house to house in a Southern village, from farm to farm in the Middle West, or from the Pacific to the Atlantic Coast—the Bell Telephone System *must* be large. Its work is to give adequate telephone service to one of the world's busiest and most widespread nations. There is 4000 million dollars' worth of telephone plant and equipment in the Bell System, any part of which is subject to your call day or night.

Every resource of this system is directed to the end that you may have quick, clear and convenient telephone service.

In order to meet the telephone needs of the country most effectively, the operation of the Bell System is carried on by 24 Associated Companies, each attuned to the area it serves.

Working with these companies is the staff of the American Telephone and Telegraph Company, giving them the benefit of its development of better methods. The Bell Laboratories and the Western Electric Company utilize the talents of thousands of scientists for constant research and improvement in the material means of telephony. Western Electric, with its great plants and warehouses in every part of the country, contributes its specialized ability for the precise and economical manufacture of equipment of the highest quality for the entire system.

The Bell System is vigorously carrying forward its work of improving the telephone service of the country. It is building for today and tomorrow—for the benefit of every one who lives and works in America.



Claude C. Hopkins

Offers service to advertisers and advertising agents on a fee basis. It may extend from letter suggestions and criticisms to a survey on the ground. New ideas are suggested, pattern ads prepared. New pamphlets are written when wanted. Please write him if you need help. Address Claude C. Hopkins, Fruitport, Mich., or 8 S. Michigan Ave., Chicago.

SALESMEN

District and Field Managers

\$10,000 to \$25,000

Exceptional opportunity for the really big-time salesman who can do big things and show others how.

With advertising service company of national scope, leader in its field.

Unless you have sold big, difficult propositions and met with unusual success and are of good character, habits, and in your prime, don't apply.

Write, giving complete information, or call in person.

Address

GENERAL MANAGER

P. O. Box 418

Cleveland, Ohio

running a school and running a sales agency are two definitely different jobs.

In one of this company's larger units, the branch manager, having experimented with other plans and having given the matter careful thought, added to his pay-roll a professional and thoroughly seasoned educator—a man whom he found in the city school system.

Today this educator—who had no previous experience in business, but who is equipped with a trained mind that can attack a subject intelligently and master it—not only runs the branch's schools for operators, but is himself a salesman, on quota. He sells accounting equipment to public and private schools that are training boys and girls for work in offices. Thus, he not only helps build today's volume of sales, but he is laying the foundations for sales in the future.

* * *

One of the Schoolmaster's friends spent some time recently shopping for a camera. He was looking for one of the more expensive models and because of the size of the investment he did not propose to be hurried.

After a few trips to several stores he almost wished he had not decided to probe so deeply into the mysteries of the camera craft. "It was those model numbers," he told the Schoolmaster, "that made me feel I had got way beyond my depth. I admit I have always had a dislike for numbers. However, I can take my figures straight and still remain upright if they come in small doses but those camera model numbers floored me.

"In no time at all, you're talking figures—or at least listening to a salesman talk figures—and combinations of figures that sound like an explanation of the relativity theory. Eventually, you get to the point—that is if you have a hardy constitution and a yen for higher mathematics—where you can tell the salesman who believes you ought to buy Model A Y 17 42 Series 14, with Oolong lens F. 3.2, size 2½ by 3½ that he may be right, but that you seem to prefer Model B Q 7 4 11 Series 87, with

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What the circulation analysis of the 145* largest magazine advertisers shows

190 Major Executives

271 Sales Executives

302 Advertising and Sales Promotion Executives

932 Assistant Major Executives, Branch Managers and Miscellaneous—

1695 readers in these 145 important concerns which are covered with one or more subscriptions to the Printers' Ink Publications —an average of more than eleven readers to an advertiser.

This analysis of an important group of advertisers is just another example showing the readership of the Printers' Ink Publications among the men who formulate and carry out the merchandising policies of their organizations.

PRINTERS' INK PUBLICATIONS

*As one indication of buying power, these 145 advertisers expended \$106,896,454 in magazines alone during 1929. Figures compiled by Denney Publishing Co., and printed in Printers' Ink of January 23, 1930

SUCCESSFUL RECOGNIZED ADVERTISING AGENCY

In business ten years, with congenial Christian personnel desires to absorb small advertising agency whose volume of business is not large enough to justify a separate existence; owner of such agency is invited to discuss relieving him of his overhead and give opportunity to develop business as our employee and attain compensation commensurate with value for services. Bona fide proposition to the man who has integrity and business ability; that he has not succeeded as individual agency not against him. Aspirants or beginners need not answer.

"G," Box 162, Printers' Ink

REDUCE YOUR COST OF SELLING

by using Direct Mail
—Letters, Post Cards,
Folders, Blotters, Booklets, Catalogs, etc.,
etc. Postage and The Mailbag—monthly
magazine—published continuously since
1915—is entirely devoted to Direct Mail
Advertising and Selling. Tells how to re-
duce selling cost. Full of sound business
ideas, information and facts. \$2.00 a year.
At end of year, we return \$4.00 if you
are not satisfied. Send 25c for sample copy.
Postage and Mailbag, 68 35th St., B'klyn, N.Y.

Net paid circulation now 23,241

Advertising Rates: Page,
\$135; half page, \$67.50;
quarter page \$33.75; one
inch, minimum, \$10.50.
Classified, 75 cents a line,
minimum order \$3.75.

PRINTERS' INK

(Weekly)

185 Madison Avenue
New York City

Vladivostok lens F. 2.4, size
1 11/16 by 2 15/18."

"You'd better rest up a while,"
a second friend who was listening
advised, "before you buy radio
tubes. Another shock like that and
you might suffer a permanent in-
jury. Radio tube model numbers
surely rate high as mathematical
puzzles. U X 179 is a typical ex-
ample. Take a set that uses three
or four different style tubes and
if you've got to buy a complete set
you must make a list of model
numbers that resembles nothing
more than it does a catalog of
technical products for an engineer."

Why are the model number sys-
tems of so many industries so un-
necessarily complicated? So far
as the industry is concerned, there
may be some slight justification for
involved numbering systems, but so
far as the consumer is concerned
there can be no defense for them.
They serve only to confuse the
consumer. And in fields where the
consumer is sunk before he starts
out by reason of the complicated
mechanism of the product itself,
the cumbersome numbering system
is certainly not calculated to help
him arrive at a buying decision.

There is still another aspect to
this situation: To the trade, model
numbers frequently indicate the
year the models were brought out.
To the consumer, they frequently
are nothing but a meaningless jumble
of letters and numbers. As a
consequence, unscrupulous dealers
are able to palm off old models for
current models.

The Schoolmaster doesn't feel
that he has uncovered a matter of

EXECUTIVES

YOU MAY NEED THIS YOUNG MAN

In early twenties with wealth of experience, for his age, in retail management, advertising and sales-promotion. Keen, alert, not afraid of responsibility, he is eager to get ahead. University educated, traveled, dependable, he would make an ideal assistant. What he desires is a job with action, where he is forced to make good in order to hold his position—a salary dependent solely on his ability to produce. He is willing to go to foreign fields. At present employed. Address "L," Box 165, Printers' Ink.

"GIBBONS knows CANADA"

J. J. GIBBONS Limited Advertising Agents

Toronto Montreal Winnipeg Vancouver Hamilton London Eng.

New York Office 2152 Grand St. Thomas L. Briggs Manager for United States

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hinkler

immense importance. It is just one of those little things which if smoothed out would undoubtedly do its mite toward helping sales along.

Advertising As a Barometer

GREENWICH, CONN., JULY 26, 1930.

Editor of PRINTERS' INK:

In your editorial in the July 24 issue entitled "Advertising as a Barometer," you said that the letting of large advertising contracts is a sign of better times ahead. It seems to me that you might go further. After all, the letting of advertising contracts merely indicates the belief of certain executives in the future. It merely assures us that those particular businesses have good times ahead, that is assuming that the advertising is good.

But the actual appearance of an increased volume of advertising is a far more positive guarantee of better times to come. A general increase in advertising linage could be interpreted as an absolute assurance of a general increase in business on the near horizon.

Naturally nobody but a mail-order house or a retail merchant knows at what particular time after publication an advertisement is most effective. I conceive of its effectiveness being graphically represented by a line rising gradually to a peak and then falling away with slightly more rapidity than it rose. But whether the peak of its influence comes in two days, two weeks, a month or six months we do not know in the case of all general advertising.

But one thing is certain. The advertising that is appearing today in all mediums must of necessity have a definite fixed relationship to the business volume of the coming year. As you say, it does not tell us anything about the past. It tells us about the future. And if the advertising volume is growing, then at some time in the near future business volume will also expand.

W. S. LOCKWOOD.

O. H. Keller Joins "The Magazine of Wall Street"

O. H. Keller, formerly advertising manager of The Prudence Company, Inc., New York, has joined the staff of *The Magazine of Wall Street*, of that city, as assistant to the publisher in the advertising department.

Joins White Tower System, Inc.

Rex Conklin, formerly engaged in free-lance work, has joined The White Tower System, Inc., and Orange Grove, Inc., Milwaukee. He will be director of personnel and publicity and also editor of "White Tower News."

Radio Account to Hinkler

The All-American-Mohawk Corporation, Chicago radio manufacturer, has placed its advertising account with the Hinkler Advertising Agency, Cincinnati.

AVAILABLE

. . . A man with a record of eight and one-half years with one of America's largest oil companies, supervising a two million dollar annual expenditure as Advertising Manager; experienced in market research, planning, creating and directing advertising campaigns, sales promotion and merchandising activities.

He has taken the lead in the solution of advertising and marketing problems arising from two mergers, requiring the introduction of new products, the preparation of advertising to supplant old brands and trade-marks with new names and designs, and rapid and dramatic field changes.

He has worked with advertising agency personnel and with sales heads in the co-ordination of advertising and sales activities; determined advertising policies; edited and supervised the production of house organs and all forms of printed and display advertising materials; conducted sales conferences and carried out special assignments broadening the scope of his experience.

This man seeks a new connection with a reputable advertising agency or advertiser, preferably in New York or Chicago.

Address your request for interview and references or offer to "C," Box 160, Printers' Ink.

**WANTED BY AN
ART DIRECTOR..**

A JOB!

Successful background of experience in New York's foremost advertising agencies. Christian; thirty-one; married; available Sept. 1st.

"E," Box 161, Printers' Ink

Classified Advertisements

Rate, 75c a line for each insertion. Minimum order, \$3.75
First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

I WILL BUY ONE OR MORE CLASS OR TRADE MAGAZINES THAT ARE OPERATING AT A PROFIT. BOX 525, P. I.

IDEA MAN!

Desires free-lance or profit-sharing arrangement. Combination artist and copy writer. Modern ideas. 14 years' agency, publication and printing house experience. Box 530, Printers' Ink.

The Advertiser is a publisher of highest standing known throughout the country for successful operation of trade papers. He is in a position to take over one or several trade papers that are unsuccessful—or successful—and run them on some equitable arrangement. Box 526, P. I.

EMPLOYMENT SERVICES

Formerly with "C & H" and Other 4-A's

● WALTER A. LOWEN, Pres. ●

Vocational Bureau, Inc. (Est. 1920)
We function as "A Clearing House for All Trained Adv. Personnel." Call in person, 9-2. 105 W. 40th St., N. Y. C.

EXECUTIVES—CRAFTSMEN—JUNIORS—SECRETARIES—CLERICAL

Muncy Placement Service

280 Madison Avenue, New York City
Caledonia 2611

Elizabeth Muncy for 10 years in charge of employment bureau of A.A.A.A.

HELP WANTED

ADVERTISING SALESMEN—Full or part time; original direct mail plan; repeats; big sellers; big down payment with each order. Give experience. Box 510, Printers' Ink.

COPY MAN with smart retail selling ideas. For advertising manager big New England furniture chain. Great opportunity. Box 502, P. I.

ADVERTISING REPRESENTATIVE—Catholic monthly magazine requires a representative for Boston and New England territory. National circulation over 100,000. 100% co-operation. Full or part time; good chance for live-wire. Commission basis. State experience. Box 508, P. I.

SALESMAN WANTED

Man, 28 to 40, experienced in selling to Dealers and Jobbers. Salary and expenses, constant traveling required. Submit photograph and details of experience and education. Give references and state when available. Box 532, P. I.

ADVERTISING WRITER for New England agency. Versatile enough to turn from a hard selling campaign to a radio continuity and back again. Salary according to development. Box 501, P. I.

Publicity Man—Good writer, with sound newspaper training, equipped to handle magazine and trade paper articles; preferably experienced in publicity; college graduate. Write fully, stating salary desired. Box 503, Printers' Ink.

SPACE BUYER

A well-known A.A.A.A. agency, a few hours from New York, will consider applications from a space buyer who can be a bit useful in contact also. The more he knows about the other branches of advertising, the better. Box 531, P. I.

Sales and Contact Man

Wanted by New York Service Agency. Salary and chance to share in earnings offered to young man who can produce business. Box 506, Printers' Ink.

\$10,000 a Year Selling Advertising Ideas

If you are interested in a real selling job like this in the Metropolitan District write us for the whole story how other salesmen are doing it this year. Correspondence confidential. Box 524, Printers' Ink.

If you can sell

SHEET FED GRAVURE PRINTING PRESSES

that print from copper plate sheets up to 38 x 50 top, we will pay you a liberal commission.

RECO MACHINERY CORP.

342 MADISON AVENUE
NEW YORK CITY

MISCELLANEOUS

OFFICE SPACE IN ADVERTISING AGENCY BRANCH. Graybar Bldg. Desirable, cheap to right party. Box 512, P. I.

POSITIONS WANTED

RESEARCH MAN—Experienced list builder, copy writer on trade papers, editor. University graduate. Legal training. Married. Chicago location. Box 523, Printers' Ink.

SALES-ADVERTISING MAN-AGER—16 years' experience. Real record of achievement. Box 515, Printers' Ink.

GOOD BUY
Manufacturer. Agency 8; and Christian. Box 520, P. I.

VISUALIZING
assistant. Figures. Excellent experience. Box 511, P. I.

ARTIST—branches of touching, la go anywhere. Arthur Arm.

Sales Promoters—years' sales experience. Qualifies in sales promotion. An old one.

Service—writing, and pre technical assignments. programs. I

Advertising—\$8,000 per vertising p ington terr Best refer

Vogue train
Dummies. Feminine Age 29. I

CAP
Five year fashions, newspaper graduate.

Artist—G lettering at retouching. Al referen ducers of f

COPY th writer " Carl Jen Tel.: Sh

ASSIST
One youn years' sec ence in ag at detail— Box 521,

ARTIST, perience, decorative description reproductions. Box 507,

EX
with safe, ability to successful nary char next 5 year tising. 7 Now avail

GOOD BUY FOR PROGRESSIVE manufacturer. Advertising manager 4 years; agency 8; salesman 16 states. American. Christian. Thirty-four. Name best offer. Box 520, Printers' Ink.

VISUALIZER-ARTIST as art director's assistant. Prefer work on comprehensives. Figures and modern design. Excellent experience. New York City only. Box 511, Printers' Ink.

ARTIST—10 years' experience in all branches of lettering, designing, photo-retouching, layouts and figure work. Will go anywhere. Samples on request. E. Arthur Arney, 2803 Lunt Ave., Chicago.

Sales Promotion Specialist—My 15 years' sales and advertising experience qualifies me to create a profitable new sales promotion department or revitalize an old one. Box 514, Printers' Ink.

Service work, copy writing, survey activities, and preparation of pamphlets on food and technical accounts. Regular or special assignments. Can engineer unusual publicity programs. Box 522, P. I., Chicago Office.

Advertising Salesman, earnings \$6,000-\$8,000 per year, wishes high-grade advertising proposition. Baltimore, Washington territory preferred. Hard worker. Best references. Box 528, Printers' Ink.

ART and Production
Vogue trained—capable Artist. Layouts—Dummies, magazine make-up—catering to Feminine accounts. Smart—good taste. Age 29. Box 519, Printers' Ink.

CAPABLE YOUNG WOMAN
Five years in retail copy and layout, fashions, sales promotion, display and newspaper editorial work. University graduate. Box 516, Printers' Ink.

Artist—Good figure work. Modern clean lettering and design. Good air-brush photo retouching. Snappy work in all mediums. All references from nationally known producers of advertising art. Box 517, P. I.

COPY that gets O.K.'d, written by writer "at so little for so much." Carl Jensen, 524 86th St., Brooklyn. Tel.: Shore Road 3080.

ASSISTANT TO ART DIRECTOR
One young woman—23 years of age—5 years' secretarial and art buying experience in agencies and art studios—efficient at detail—salary secondary consideration. Box 521, Printers' Ink.

ARTIST, DISPLAY—creative, long experience, who works in all mediums, decorative, illustrative work of every description for lithographic or process reproduction—desires position anywhere. Box 507, Printers' Ink, Chicago Office.

BUSINESS TRAINED EXECUTIVE

with safe, fresh, up-to-date viewpoint and ability to look ahead. Carry thru plans to successful conclusions to meet extraordinary changing business conditions of the next 5 years: 20 years in sales and advertising. 7 years with largest Eastern daily. Now available. (Employed.) Box 513, P. I.

ART and PRODUCTION MAN with unusual creative ability. Fine hand-lettering, distinctive layouts, finished art work. Excellent knowledge of type faces, engraving methods and printing production. Box 527, Printers' Ink.

COLLEGE GRADUATE (1930), who has served as Advertising Manager of college daily, has studied Advertising, and has written some copy, seeks position in any capacity where he can learn advertising, especially copy writing. Box 518, Printers' Ink.

Specialist in Developing Sales
at the weakest point in the ordinary merchandising set-up. In short he knows how to get larger, worthwhile results from the men who come face to face with consumers when ready to buy. Box 535, Printers' Ink.

Exceptional Experience, commercial & technical, England & United States, university graduate arts & science, desires connection with large agency; at present with internationally known manufacturing firm. Available interview after August 14th. Box 534, Printers' Ink.

A MODERN SALESMAN

Who knows how to merchandise and sell—who has created and successfully carried out merchandising ideas in his selling—resourceful, energetic, a personality that gains confidence, a proved ability, desires an offer on a commission or salary and bonus basis. High class references. Box 533, P. I. Chicago Office.

GOING ON VACATION TO GO TO WORK

An advertising agency may have my services gratis for one week during my vacation. An advertising course has given me a little knowledge and a great desire to enter that field. Salary is secondary. I am ready to leave my present position and can finance myself for two years. Box 505, Printers' Ink.

VIZUALIZER—IDEAS

Young married man with proved ability as creator of original ideas desires position with agency or advertiser. Can draw good roughs, write copy; understands printing, art, engraving. Formerly with printing houses, now in advertising department large Eastern manufacturer. Winner national direct-mail contest. Good record. New England preferred. Box 529, Printers' Ink.

YOUNG MAN—24—looking for new connection in the advertising field. New Yorker. High-school graduate plus evening courses at Columbia and City College. Have six years' "breaking-in" experience in several angles of advertising—direct mail, printing, letter-shop, printing purchaser, detail and checking, assistant to production man, etc. Excellent material for an advertising agency or live advertising department that needs an adaptable and energetic assistant. Size of pay envelope not so important. Good references. Write to Box 504, Printers' Ink.

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Department Stores, Too

The nation's large department stores are among those who have learned the lesson of properly conditioned air, thoroughly cleansed, cooled or heated and properly distributed to all parts of the building.

To accomplish this, a number of the larger stores have spent hundreds of thousands of dollars improving their old heating systems, installing new air conditioning equipment and extending and expanding pipe lines to take care of the increased work of distributing properly cleansed and heated or cooled air.

Further changes in other large department stores are constantly being effected. Here, again, we find the heating, piping and air conditioning operating engineer. He is the same man, with largely the same interests and demands in these subjects as the operating engineer in the tobacco factory, the

packing plant, the paper mill, the large hospital, office building, theatre or any similar type of construction.

He is the man found only in the department stores, industrial plants, commercial and institutional types of construction which are large enough to form the big bulk market for this equipment.

Like the operating engineer in all large and industrial types of construction, the department store engineer is a reader of HEATING, PIPING and AIR CONDITIONING, the only journal which serves to the exclusion of all other subjects his technical needs and interests.

An advertising campaign in HEATING, PIPING and AIR CONDITIONING puts your message quickly and squarely before your customer and prospect.

1900
Prairie
Ave.

**Heating-Piping
and Air Conditioning**

Chicago,
Ill.

Color*

*advertising
is now avail-
able in the
regular editions
of the Chicago
Daily Tribune*

***Black and any
second color.
*Write for details.***

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